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J. S. Pillsbury

JOHN S. PILLSBURY,

MINNEAPOLIS, MINNESOTA.



TWO public events which will always remain foremost in the history of Minnesota will ever make the name of John Sargent Pillsbury prominent. Although he has achieved eminence as a man of affairs and one of rare business and executive ability, yet to posterity his name will be held in the highest honor on account of two memorable transactions. We refer, first, to his labors in behalf of the University of Minnesota, whereby he saved it from practical extinction and placed it among the foremost institutions of the country; and second, to his efforts in bringing about the payment of the repudiated state bonds.

John Sargent Pillsbury was born in Sutton, New Hampshire, July 29, 1828. His parents were John Pillsbury and Susan (Wadleigh) Pillsbury. His ancestry is traced to Joshua Pillsbury, who came from England in 1640 and settled in Newburyport, Massachusetts, and who received from the crown a grant of land, portions of which remain in the possession of the Pillsbury family to this day. Many of his descendants have filled positions of honor and trust, and have been noted for their personal integrity and force of character. Micajah Pillsbury, the great-grandfather of our subject, settled in Sutton, New Hampshire in 1790. John's father was a manufacturer, prominent in local and state affairs in New Hampshire. He died in 1857. John's educational advantages were limited during his boyhood to the common schools of his native town. What he thus obtained he supplemented in after life by reading and study and close observation; and to such good purpose did he use his opportunities that few men were better qualified for the practical duties and cares of a busy life than he.

He left school at an early age and commenced to learn the painter's trade. When about sixteen years old he abandoned painting, finding it ill suited to his tastes, and began clerking for his brother, George A. Pillsbury, in a store in Warner, where he remained until his majority, when he became associated as a partner with Walter Harriman, who afterward became governor of New Hampshire, and so continued for two years. He then removed to Concord, where for two years he was engaged as a merchant tailor and a cloth dealer. During these years he had been watching the signs of the times, and became convinced that the best opportunities for business success were offered in the west. Starting, therefore, in 1853, he made an extended tour throughout the western and northwestern states, and in June, 1855, visited Minnesota and determined to settle permanently at St. Anthony.

He at once engaged in the hardware business with George F. Cross and Woodbury Fisk, the latter being a brother of his wife. The firm started in a new community, at a time when the facilities for doing business would not compare with those of the present. The railroad point nearest to St. Anthony was then Rock Island. Shipping facilities were meager and tedious. Banks were unreliable, and the "wild-cat" currency of those days was greatly depreciated. These facts, coupled with other difficulties and the depression throughout the country, which culminated in the panic of 1857, required maximum ability on the part of everyone engaged in business if he hoped to weather the storm.



BIRTHPLACE OF JOHN S. PILLSBURY.

Notwithstanding existing conditions, Mr. Pillsbury and his firm met with business success and stood on a sound financial basis until, in the stormiest days of the panic of 1857, there came to them a loss of about thirty-eight thousand dollars, by fire, with no insurance. Such a calamity at such a time would have disheartened a less determined man. Not so with Mr. Pillsbury; its effect was rather to nerve him for renewed effort. He worked with a will, never losing hope, and paid his indebtedness dollar for dollar. In five years he was again a prosperous, successful merchant, acknowledged as one of the best and most honorable business men in the state. The following incident illustrates the confidence in which he was held: Shortly after the fire Mr. Pillsbury gave his personal, unendorsed notes to a Boston merchant in payment of the liabilities of the firm. The notes covered large sums of money and were payable at intervals of ninety days. Mr. Pillsbury met the first two of their notes, which had been sent to the bank for collection, as they matured, and was preparing for the next maturing note when one day he was surprised to receive the note itself from the Boston merchant with a brief letter, saying: "You can keep this note as well as I. I do not wish to be bothered with it. As soon as you remit the money you can tear up the note. I shall send you all the other notes in the same way." The notes thereafter were sent direct to Mr. Pillsbury himself.

His hardware business increased in magnitude, assuming wholesale proportions and was very lucrative. His old customers stood by him. His honesty in dealing and the fact that he never misrepresented the quality or value of his goods kept him his old customers and gained new ones. He was not troubled by the competition of rival houses. Mr. Pillsbury continued in the hardware business until 1875, when he sold out for the purpose of engaging more largely in the milling business. A few years before this he had, with his nephew,—Charles A. Pillsbury,—established the milling firm of C. A. Pillsbury & Company.

He was elected to the city council of Minneapolis in 1858, and held this position by reelection six years. At the opening of the war of the rebellion Mr. Pillsbury rendered efficient service in organizing the First, Second and Third Regiments of Minnesota Volunteers; and in 1862 he with others recruited and equipped a mounted company, which was dispatched to the frontier to fight the Indians.

In 1851 congress granted forty-six thousand acres of land in the territory of Minnesota for the establishment of a university. In 1856 this land was mortgaged in the sum of forty thousand dollars and bonds were issued thereon for the erection of university buildings. After the main building was completed, in 1857, a mortgage of fifteen thousand dollars was placed upon it. When the financial crash of 1857 came, various obligations and debts remained outstanding. The trustees of the university were unable to do anything, and creditors east and west grew clamorous for their claims. Matters grew worse and worse with the university. No funds could be raised, the legislature was not able to appropriate money, and, after two or three years of hopeless efforts to go on, the friends of the university finally despaired of being able to extricate it from its embarrassments, and it was generally believed that the institution would have to go down and the creditors allowed to take whatever assets there were. All this while Mr. Pillsbury, who lived not far from the university, was watching its situation with great solicitude. He felt a great interest in the institution, and in his own mind determined that the university should not go down,—at least not until he had made every possible effort to save it. He determined to do his utmost to afford the youth of Minnesota a university of which they would not be ashamed.

In 1862 the executive, in his annual message, was forced to say in substance to the legislature that he could see no other way out of the financial embarrassment of the university than to exchange the lands which had been granted it in liquidation of its existing debts. It is not necessary to say what would have been the result if this policy had prevailed. In justice to the governor it should be said that this view then prevailed with most of those who were familiar with the affairs of the university; and at the time the recommendation was made it really seemed to be the only recourse.

In 1863 Mr. Pillsbury was appointed one of the regents of the university and commenced to specially investigate the details of the institution, the situation and the amount of its debts, and the location and characteristics of the land which had been granted it; in short, he looked into every detail as thoroughly as a man would do with his own affairs. All this time he was conducting his private business as assiduously as ever, and during these years there was not a time in his waking hours when his mind was not engrossed with the financial problems of the university. He applied to it that judgment and financial ability which through life have characterized him in connection with his private affairs.

In 1863 he was elected a member of the state senate, where he at once proposed a plan to the legislature whereby the whole affairs of the university were placed in the hands of the new board of regents. This board was composed of Hon. John Nichols, of St. Paul; Hon. O. C. Merriam, of St. Anthony; and John S. Pillsbury. He found a strong friend and ally in the person of Hon.

John M. Berry, then a lawyer of Faribault but afterward and for many years one of the justices of the supreme court of Minnesota. Mr. Berry entered enthusiastically into Mr. Pillsbury's plan for the restoration of the university,—indeed, drew up and introduced the measure which resulted in the selection of a new board of regents. This act became a law March 4, 1864. The act placed with the regents all of the affairs of the university, "in their discretion to compromise, settle and pay any and all claims and demands of whatever nature against the University of Minnesota or the regents thereof," and in short virtually placed all the affairs of the institution as completely in their hands as if the matter involved were their own private business. Some of the claims had been due for many years and were in dispute as to the items. Many were held by parties outside of the state; and in order to adjust them Mr. Pillsbury was compelled to visit various parts of the country.

Finally, after a great deal of effort, he succeeded in fully discharging all outstanding bonds, liens, judgments and claims of every kind to the entire satisfaction of those holding the claims as well as of the friends of the university. This he did without compensation to himself, and there were saved to the university upward of thirty thousand acres of the land grant which congress had made and also the present site of the institution, twenty-five acres, together with the campus and buildings, which are to-day valued at half a million dollars. Thus was the university freed from the burdens which threatened to destroy it. From that time on its success was assured. Mr. Pillsbury's efforts

did not abate one whit after the financial affairs of the institution were thus adjusted. From 1863 to 1876 he was a member of the state senate, excepting one and a half terms; and during the entire period he made the affairs of the university and its management his study. During his term of office, no matter how hard the times or strong the opposition,—and at times when most men would have



PILLSBURY HALL, UNIVERSITY OF MINNESOTA.

been afraid to ask for a penny's aid from the state,—before the close of the session he managed, by some manner of means, to secure generous appropriations for the university.

Mr. Pillsbury has always been a Republican in politics. His splendid success in business and his wonderful management of the affairs of the university had made him one of the prominent men of the state; and his name was often mentioned in connection with the governorship. He was not a politician, however, and never adopted the unworthy methods of some politicians, but was quiet and unobtrusive in all his habits. In 1875, without any effort on his part, and without being a candidate in any sense of the term, he was nominated and elected governor of the state of Minnesota. To the discharge of his new duties Governor Pillsbury brought remarkable qualifications. Uniting breadth of view with prompt business sagacity, he was peculiarly fitted for the guidance of a young commonwealth struggling with unwonted difficulties. Following the financial panic of 1873 the people had emerged from an experience of feverish inflation to find themselves harassed with local debt and confronted with reduced values. To this was added the grasshopper scourge, which in many localities inflicted poverty upon the people; while everywhere, in town and country, all vocations, especially agriculture, the basis of common prosperity, suffered a depression wholly without precedent. Never, even during the civil war and Indian outbreaks, was discouragement deeper or more widespread among the people. In this condition of affairs the inauguration of Governor Pillsbury was looked forward to with unusual interest. His reputation for liberality, his high integrity and his useful career as a state senator, in the promotion of educational, charitable and other enlightened legislation, justified popular expectation and inspired new hope for the future.

His inaugural address speedily won favor as a sensible and statesmanlike document. In

comprehensive grasp it evinced at once a clear apprehension of principles and a thorough understanding of the practical needs of the people. In an elevated tone of thoughtful dignity he urged the necessity both of rigid economy and liberal expenditures; and while recognizing all corporate franchises in their just application, the Governor took high grounds in favor of the great principle of governmental control of railroads, which was afterward affirmed by the supreme court of the United States. But the most remarkable of the Governor's utterances were those in which he pleaded for the honor of the state, and urged with cogent force and earnestness the just and speedy liquidation of her long repudiated railroad bonds. Several propositions before made for the settlement of these old obligations had been so emphatically rejected by the people that candidates for popular favor shrank from a consideration of the matter as from political suicide. The legislature, while according attention to the Governor's recommendation, was not then ready to give it effect; and the sequel proved that years of persistent effort were requisite to prepare the way for what is now generally acknowledged as an act of obvious public justice.

Many important measures occupied the attention of the legislature of 1876, some of them resulting in crude and ill considered bills, appropriating money to furnish seed wheat to the grasshopper sufferers. These the Governor felt it his duty to veto. With the manifest increase of the scourge and the reasonable certainty of continued ravages in those districts where the insects had already thickly deposited their eggs, again to seed the ground seemed like inviting renewed destruction from the insatiable pests. In the absence of attempted remedies, to make appropriations for such a purpose was deemed a useless depletion of the public treasury, and if made unwisely would, moreover, be accompanied by the hurtful weakening of private exertion and increased dependence upon public relief. The result proved the wisdom of the Governor's course, for the following season witnessed a more thorough destruction of the wheat crop in the ravaged districts than had ever been known.

But with his disapproval of futile appropriations the Governor applied himself anew in the effort to devise plans for defense against the growing encroachments of the enemy. He invited correspondence from investigators and sufferers, encouraged an interchange of views and comparison of proposed remedies, and, after the accumulation and study of a mass of varied information, issued a proclamation embodying the results and recommending such measures of protection as had been best attested by experience. This tended to arrest discouragement and to attract renewed attention to the subject. Meanwhile the widening area of devastation along the entire frontier, and the increasing gravity of the situation, seemed to demand a more general consideration of the matter, and accordingly Governor Pillsbury issued invitations to the governors of the states and territories which had suffered most to meet him in general conference, to consider the evil and endeavor to concert measures of mutual protection. A cordial response was received from the various executives, and the proposed conference was held the following October, at Omaha, Nebraska, Governor Pillsbury being chosen its chairman.

Meanwhile prompt executive action was demanded for public protection in a different direction. Early in September a band of daring robbers and hardened outlaws (commonly called the Younger Brothers), who had pursued a long and successful career of pillage and had terrorized successive communities in the southwestern states and territories, rode into the village of Northfield, Minnesota, and attempted to rob the bank. Their desperate scheme was foiled by the heroic resistance of the cashier, at the cost of his life, and by the prompt rally of the citizens. Two of the bandits were killed and the others compelled to take flight. At once the whole country was aroused in the effort to capture the outlaws. Conducting their retreat through the night and under cover of the "Big Woods," they kept at large for some days, and the Governor was repeatedly urged to order out the militia. But, rightly judging that it was an occasion for vigilance and celerity of movement rather than military display, he declined the expensive resort to troops, and by the prompt offer of rewards,—the responsibility of which he assumed,—and with the information obtained from detectives and the persistent use of the telegraph, most of the surviving robbers were discovered, driven into a swamp and captured. They escaped trial by pleading guilty, and received life sentences, which they are now serving in the state prison at Stillwater.

But the immediate relief of the grasshopper sufferers was yet unprovided for. Successive raids of the insects had driven many settlers from their homes and reduced the scanty means of those who remained. Upon his return to the capital the Governor was met with renewed appeals for aid; they daily increased in number and urgency. A cry of distress arose in unmistakable tones from the affected counties of the southwest. A long winter was just setting in, and to avert severe suffering prompt action was imperatively demanded. But how was such action to be taken in the absence both of specific knowledge of the distress and of the means to relieve it? The emergency required at once a clear head and a big heart. Fortunately Governor Pillsbury possessed both in rare

degree. The agents he had sent out to investigate having failed to report the definite and extended information required, the Governor resolved to go in person among the people and see for himself.

So, providing himself with a storm-cap, a rough suit of clothing and a sum of money for direct emergencies, the Governor left his office and went forth on his mission of mercy. For greater convenience, and to insure more searching work, he resolved to travel *incognito*. It was zero weather, in the middle of December; and the people, with dire experience with blizzards on the bleak prairies, warned him against venturing on any but the shortest journeys. He discovered the people on the verge of actual starvation. The reports of the extreme destitution sent back by Governor Pillsbury and published in the newspapers created a profound sensation and melted the stoutest hearts. All the idle and shiftless settlers who were inclined to alms-seeking had left the country, and those who remained were a noble and self-respecting class, ready to "endure all things" rather than resort to beggary. Many would disclaim poverty; but upon a kindly inquiry for wife or children the brave fathers would break down with emotion and accept for their families what they had declined for themselves. The Governor witnessed many cases of truly noble suffering. Furnishing from his private purse immediate relief in the most urgent cases, he made arrangements in different neighborhoods for a systematic and extended rescue of the people from their perilous condition. Here he exhibited rare common sense and practical sagacity, for which his entire career has been noted. Avoiding local politicians, who would be tempted to use their position to further political ends, and also country store-keepers, who might thus seek to collect old debts, and declining the proffered aid of boards and committees, by whose labor and machinery benevolent contributions are so often wasted and delayed, the Governor searched among the country physicians and clergymen for agents to receive and distribute the relief goods to be forwarded. The Governor and his devoted wife personally superintended the distribution of the various donations that were received from different sections, and thus thousands of families in extreme destitution were relieved from their sufferings.

In his message to the legislature of 1877, Governor Pillsbury discussed the grasshopper question exhaustively, making many practical recommendations for the counteraction of the scourge and the relief of its victims. An appropriation was promptly voted to supplement the volunteer charity the Governor had carried forward, and further provision to meet the emergency was made pursuant to his suggestions. In that message, too, the Governor earnestly renewed his recommendation for the prompt liquidation of the dishonored railroad bonds. He cited precedents showing the state's legal liability, and forcibly urged anew the performance of a moral duty commanded by the imperative "voice of law, equity and honor;" but the people's representatives were still averse to taking up the subject, which endangered their political prospects by arousing bitter prejudice in opposition, and they again adjourned without taking action.

The state Republican convention of 1877 renominated Governor Pillsbury by acclamation, and at the ensuing election he was chosen for a second term by an increased majority. His second inaugural message was among the ablest state papers ever addressed to a legislative body, and it received deserved commendation at home and abroad. Among other important matters submitted therein were his recommendations for the creation of the office of public examiner; for the establishment of a high-school board; for the construction of another state prison, as well as for further provision for the care of the insane; for a well considered loan of seed wheat to the impoverished victims of the grasshopper scourge; and the renewal of his former recommendation for submission to popular vote of the constitutional amendment providing for biennial sessions of the legislature in lieu of annual.

His recommendations received the prompt consideration of the legislature, and most of them were adopted. The office of public examiner, by securing supervision of the public offices as well as uniformity of their accounts, has achieved incalculable good by the moral as well as financial improvement of the public service. The high-school board, by aiding graded schools to fit pupils for the university, supplied a missing link in the ascending scale of instruction and promoted unity in a magnificent school system. The loan of seed wheat to the grasshopper sufferers, now that the insects had gone, was a wise measure in aid of the deserving people too destitute for self-help. The bond question, through the persistent appeals of Governor Pillsbury, was at length taken up for consideration. But the most that could be achieved was the passage of a bill submitting to the people a proposition to grant half a million acres of internal-improvement lands held by the state in exchange for the outstanding railroad bonds. This was promptly voted down by the people. And, finally, the substitution of biennial for annual sessions of the legislature,—a change repeatedly urged by Governor Pillsbury,—has resulted in a saving of millions of dollars to the state and much unnecessary and consequently vicious legislation.

In 1875, after a grant of land had been made to the St. Paul & Pacific Railroad—which was

composed of three prospective lines, viz., the St. Vincent and Brainerd & Watah divisions and the Fergus Falls line—and part of the roads had been graded and built, the company let the grant lapse. The secretary of the interior decided that as the lands had reverted to the government they were open to preëmption. In 1876 the legislature regranted the lands to the St. Paul & Pacific Railroad Company, which had been reorganized. The conditions of regranteeing, however, declared that the claims of all who had preëmpted lands should be investigated by the governor, and such evidences as to their legal rights under the preëmption law should be taken as the government required. Governor Pillsbury was made adjuster of all claims resulting from the complications that had arisen, and in his official capacity settled some four hundred claims against the railroads of the state, in many instances conducting land sales to provide for their payment. He also endured the discomforts of frontier life during a long, hot summer in securing justice to innocent settlers upon railroad lands in order that claimants might be accommodated near their homes. For eighteen months he acted as judge in land courts, which he held in Little Falls, Glyndon, Sauk Center and Crookston. He thus secured homes for four hundred anxious settlers. Notwithstanding the claims of an enormous private business, no public man ever spent more hours at his official post or applied himself more assiduously. Indeed, the exercise of his functions as a public or private citizen seemed with Governor Pillsbury but the conscientious performance of a single duty. Thus it was that he was equally prepared to furnish his private means in aid of grasshopper sufferers, to supply from the same source an omitted appropriation for the state prison amounting to fifty-four thousand dollars, in order to avoid calling an extra session of the legislature, and to urge the payment of an honest public debt for the same reasons as those for which he would preserve private honor.

After the expiration of his second term he was solicited by the friends of good government to accept a nomination for a third term; but the demands of his private affairs made him reluctant to remain longer in the public service. He expressed a wish to retire, and pledged his support to any nominee who would aim to consummate an honorable settlement of the "bond question." However, the nomination was pressed upon him, and after due consideration he reluctantly accepted it. His opponent was Hon. Edmund Rice, of St. Paul, an estimable gentleman, widely known throughout the state and respected by all persons, irrespective of party. Governor Pillsbury was reëlected by a large majority. This was the first and only instance in the history of Minnesota in which any governor has been given three terms of office; but the people had such confidence in Governor Pillsbury that they cared nothing for political precedent.

The limits of this sketch do not admit a consideration of all the proceedings connected with the long pending question of the Minnesota state railroad bonds, but some reference to their origin and history seems necessary here.

In March, 1857, congress made a grant of public lands to the territory of Minnesota to aid in the construction of certain designated lines of railroad. In due time a general transfer of the lands was made to various railroad companies, conditioned upon their construction of the roads. The panic of 1857 destroyed credit, and it was found impossible to render the granted lands available. This was believed to be a temporary collapse which might and should be bridged over by public assistance, so that the work could go on. Accordingly, at the session of 1858, an elaborate bill was presented, in the form of a constitutional amendment providing for the issue of bonds to the amount of five million dollars, to be divided among the railroad companies as a loan of credit to enable them to proceed. Minnesota had already adopted a state constitution and elected a state legislature, but was not yet formally admitted into the Union. For the payment of its bonds it pledged its unreserved faith and credit; and in order to be indemnified for each payment in case of default by the companies, the state was secured by a lien upon their several roadbeds, lands and franchises. The proposition was enthusiastically adopted by the people.

The bonds were issued and were at first negotiated at little or no sacrifice, and the work went forward. Owing, however, to continued financial depression and local opposition, successive issues of bonds suffered necessary discount, and finally the bonds could not be negotiated except at a ruinous sacrifice. Then, after a total bond issue of two million two hundred and seventy-five thousand dollars, the whole scheme broke down. Banks which had been established upon the security of the deposited bonds collapsed, leaving depreciated bills in the people's hands; business failures everywhere multiplied, and rage and despair took possession of a people lately buoyant with pluck and hope. The bonds had been issued by degrees as the work progressed; but, unfortunately, instead of being withheld until the completion of the sections of operating roads, the scheme required the separate issue of bonds for grading and for finishing the roads as distinct contracts. The result was that, while the companies did their work faithfully and in strict compliance with all stipulations, they had constructed no completed road. The people were incensed. They felt they had been swindled, and,

refusing to see the fault was in the terms of the contract, they demanded both that the outstanding bonds should not be paid without their consent and that the securities pledged for their payment should be forfeited. They forbade the further issue of bonds and repudiated those already issued, while the property and franchises of the companies were taken by the state under foreclosure. These were subsequently transferred to new companies, without requiring their assumption of the bond payment, and after this failure to improve the last chance of honorable avoidance of liquidation there seemed to ensue a sullen mood of refusal by the state to entertain just terms of settlement.

It was out of this unworthy attitude that Governor Pillsbury sought to arouse the citizens. There was a certain class of politicians in both parties who opposed any adjudication or determination of the bond question, and they sought to obtain favor in the rural districts and among a certain class of voters in the cities by antagonizing every measure which looked to any settlement of the bond question. The repudiationists had gone so far as to procure, in 1862, an amendment to the constitution which virtually prevented any adjustment of the repudiated bonds.

In March, 1877, Governor Pillsbury procured the passage of an act by the legislature which submitted to the voters an amendment to the constitution whereby the proceeds of the five hundred thousand acres of internal-improvement lands might be applicable to the payment of principal and interest of the repudiated bonds. At a special election, June 12, 1877, the amendment was defeated, by a large majority. The popular vote did not in the least affect Governor Pillsbury's position, but on the contrary intensified his efforts. He believed that the inherent sense of justice and patriotism of the people of Minnesota would eventually lead them to adjust the dishonored bonds. For five years he had labored to avert threatened dishonor, and now he was cheered with multiplying promises that his generous faith in popular virtue was to find its reward.

The legislature, on March 2, 1881, enacted a bill providing for the executive appointment of five judges, from the supreme or district courts, to compose a tribunal whose duty it was to pass upon the legality of the whole legislation connected with the issue of the bonds. After a long and arduous battle, during which many interesting legal technicalities had to be overcome, the validity of the act giving the tribunal power to pass upon the legality of the legislation as connected with the issuance of the bonds was questioned, and the supreme court of the state declared the adjustment act of March 2, 1881, to be void, and reiterated the judgment of the United States supreme court as to the constitutionality of the amendment making payment of the bonds to depend upon popular vote, as impairing the obligations of contracts, and solemnly averred that not only the legislature alone was vested with power to pay the bonds, but also that it was the bounden duty of that body to perform that act of justice, as these bonds were as valid as any issued by the state. The supreme court having made the decision, Governor Pillsbury resolved to call an extra session of the legislature to complete the adjustment. This he did against the vigorous protest of many leading citizens of the state and some few friends of the measure. At length, all obstacles being overcome, the settlement was completed, in the closing days of Governor Pillsbury's administration; and to the leader in the noble triumph it must have been a proud and grateful reflection that, excepting a few unrepresented bonds in unknown hands, not an unredeemed obligation remained to dishonor the state.

On the night of March 1, 1881, during the session of the legislature, the capitol suddenly took fire and was reduced to ruins. The destruction was so sudden that some of the members of the legislature had difficulty in effecting their escape, while much anxiety was felt for the records and unsigned acts of the session, especially of the bond bill previously referred to, which had been passed that day and was in readiness for the executive signature. All these, however, were saved, and Mayor Dawson, of St. Paul, having promptly tendered the use of the newly completed market house, the rescued property was moved to that structure, and there, on the day following, the legislature resumed its deliberations. The pending legislation of greatest urgency having received attention, the sudden destruction of the state capitol was recognized as an occasion for prompt action. It was so near the end of the regular session that only two or three days were left for legislation, while to call an extra session would be to tempt an angry wrangle among contending localities as to the location of the new capitol and incur a cost which would go far toward rebuilding an edifice in place of the one burned. In this emergency the Governor acted characteristically. Having directed a competent architect to inspect the standing walls and report the estimated cost of rebuilding, he transmitted the result to the legislature, with an earnest recommendation to appropriate at once such a sum as would best secure the restoration of the burned building, leaving all calculations contemplating permanent reconstruction to more deliberate consideration. The Governor's advice was followed and the capitol was speedily restored, upon its old site.

During this session the legislature provided for the enlargement of the supreme court by the immediate addition of two members, to be at first appointed by the executive. In this, as in all of

his acts, the Governor attested his entire disregard for political precedent. He believed that all governing bodies which were to be appointed by the executive should as nearly as possible be equally composed of men of both the leading political parties, and two of his appointees to the supreme court were Justices Clark and Mitchell, of the Democratic party. He also appointed Judges Lochren and Severance and other leading Democratic lawyers to positions on the district bench. Previous to his administrations all appointees of the various executives had been confined to members of the Republican party, and therefore these appointments displayed his independence of party precedents and fearlessness of the effect of his actions upon his future political career.

It is seldom, indeed, that the highest officer of an American commonwealth is charged with so many and important duties as those which crowded the six years of administration of Governor Pillsbury. What with the labor of repelling the grasshopper invasion, the efforts to rescue the settlers from their ravages, the duty of adjusting the claims of numerous settlers upon railroad lands, the appointment of many new judicial and other officers, the trials following the destruction of the state capitol by fire, the demands pertaining to the care for new accommodations, the providing for the inmates of the burned insane asylum, and the various labors and responsibilities in adjusting a long standing indebtedness, which saved the credit of the state and subserved public justice, there was a ceaseless demand upon the Governor's attention.

During his terms of office Governor Pillsbury retained his business interests. In 1872 he engaged in the manufacture of flour in Minneapolis with his nephew, Hon. Charles A. Pillsbury, and his brother, Hon. George A. Pillsbury, the firm being known as C. A. Pillsbury & Company. To this firm Fred. C. Pillsbury, a son of George A. Pillsbury, was afterward admitted. Their business is the largest in its line in the world, and the products of their mills are carried all over the world. The mills have a capacity of twenty-five thousand barrels per day. Governor Pillsbury is also identified with the lumber and real-estate interests of the northwest; he is also connected with the construction of railroads, and he is largely interested as a director in the St. Paul & Sault Ste. Marie Railroad. For many years he has been a director in several leading Minneapolis banks. His business judgment has been sought by all, and he has always been looked up to as a discreet and wise counselor. Among his chief characteristics are simplicity of manner and sympathy for those in need of help. His personal charities and benevolence to deserving causes have been large.

Although not a member, he has been a constant attendant and is an officer of the First Congregational church of Minneapolis, to which he has contributed very generously. In 1884 the splendid organ now in that church was presented by him and his wife. He has always kept alive his deep interest in the University of Minnesota. His ambition for the development of the university has kept pace with the multiplied demands made upon its resources. The demands of the university for new buildings, and particularly for a large hall of science, became pressing in the winter of 1888-9. April 16, 1889, the matter was under consideration before the regents and a committee of both houses of the legislature. No one knew what to do. Finally Governor Pillsbury arose and in a quiet way spoke as follows:

Gentlemen of the Legislature and the Board of Regents:

The efforts of members of the present legislature to divide the state farms from the state university, which has just come to an unsuccessful end, have aroused me to a feeling that the people of Minnesota should have a better knowledge of the history of the university and those farms, so that we may not again incur the risk of such an undertaking. I would like to run over the history of this whole institution from its beginning and give some facts which are known to only a few now living.

In 1851 the United States congress granted forty-six thousand acres of land in Minnesota for the establishment of a university. In 1856 these lands were mortgaged in the sum of forty thousand dollars and bonds issued thereon for the erection of university buildings. As soon as they were constructed, in 1857, a mortgage for fifteen thousand dollars was placed on them. The financial crash of 1857 embarrassed the state very much, and the university and lands were considered lost. The board of regents of 1860 were unable to do anything toward paying the debt, and a few of us took up enough of the debt to preserve the property for the state still longer.

In 1864 I became a member of the state senate and made it my special work to try to save the property. The late Judge John M. Berry, who had been a regent and resigned, was with me in this effort. I unfolded a plan to him and asked him to draw a bill authorizing the appointment of three regents with power to adjust matters. The bill became a law, and John Nichols, of St. Paul, and O. C. Merriam and myself, of Minneapolis, were appointed such regents. I knew where all the debts were, and took them up by compromises, and finally settled them all, so that in 1867 we had saved the university building, twenty acres of the campus and thirty-three thousand acres of the forty-six thousand of the congressional grant. In 1862 congress granted the state one hundred and twenty thousand acres of land for an agricultural college, upon which grant the state actually got ninety-four thousand acres. In 1868 a consolidation of the grant for an agricultural college and the state university was brought about, upon the general feeling that it was better to have one university which would be a credit to the state than to have two inferior institutions of which nobody could be proud. In 1869 we bought the so called farm of one hundred and twenty acres, paying eight thousand five hundred dollars for it. It proved to be unsatisfactory land for an experiment farm, the purpose for which we procured it, and we sold it for the magnificent sum of

one hundred and fifty-eight thousand dollars. Then we purchased two hundred and fifty acres of ground, paying two hundred dollars per acre for one hundred and fifty-five acres of it and three hundred dollars for ninety-five acres of it. We erected upon this the experiment building, which, together with other improvements, cost us seventy-five thousand dollars. We have since erected upon the ground a building for the agricultural school which cost nineteen thousand dollars. The whole property, which originally cost eight thousand five hundred dollars, can be sold to-day for from four hundred thousand to four hundred and fifty thousand dollars. In 1870 congress gave to the University of Minnesota forty-six thousand acres more land.

Now, gentlemen, here in brief is the history of an institution which has been fostered and guarded by General Sibley, Judge Clark and all these respected and honored citizens of Minnesota, through all sorts of discouragements, until we have now something which is beginning to take high rank among the institutions of learning in the United States. Not one dollar have any of us received for our services. We are building a hall of science. We wanted the legislature to appropriate two hundred and fifty thousand dollars for building purposes for the accommodation of our wants, but we were allowed only one hundred and fifty thousand dollars. The question now is, shall we stop the work where it is and take our chances on some future legislation for the remainder of the two hundred and fifty thousand dollars, incurring, as it would, the risk of the work standing forever in its present and unfinished condition?

As the state has not the funds, I want to help this university myself. I have long had the intention of leaving something for it. I think I cannot do better for the state that has so highly honored me, for the university that I so much love, than by making a donation for the completion of these buildings, and I propose to erect and complete a science hall, at an expense of one hundred and fifty thousand dollars, more or less, and present it to the state; and all I ask is to know that these land grants be kept intact, and that this institution be made one of which this great state may be proud,—that may be adequate to the needs of the state, now and in years to come,—some assurance that when I am dead and gone this institution shall be kept for all time,—broad in its scope, powerful in its influence, as firm and substantial in its maturity as it was weak in the days that saw its birth.

The effect of these words upon the people of Minnesota was electrical. The legislature hastened to do him honor and place on record a formal vote of thanks. The students of the university, in a public reception, could not find language sufficiently strong to express their feelings of gratitude. President Northrop, in his baccalaureate address on Sunday, June 2, 1889, referring to Mr. Pillsbury and his noble gift to the university, said:

The names of George Peabody, whose monument may be seen in Harvard and Yale, and men who within the last few years have done great service to humanity by unprecedented gifts, especially Otis, Hand and Slater, all of Connecticut, will readily occur to you; and I am sure that as I speak all of you are thinking of the recent noble gift to this university by our friend and neighbor, Governor Pillsbury. It is not the first time he has shown his generous interest in this institution; indeed, it is owing to him that the university exists

at all: for by unwearied efforts of his the university was rescued from hopeless debt, even before it was organized for work. During all the years in which that able scholar, Dr. Folvell, the first president of the university, was laying its foundations and wisely planning its educational work, Governor Pillsbury was the sagacious counselor, the earnest friend, the faithful regent, watching over the financial interests of the institution with ceaseless vigilance, ever ready to sacrifice his time, his business and his ease to its welfare. By his kindness and charity in his daily life, by his public spirit, his wise services to the state, in both legislative and executive positions, his free-handed benevolence to the suffering people of the state in the time of great public temptation, he deserves to be remembered with gratitude by the people of this state to the remotest generation. But for no one of his noble deeds will he be longer remembered than for this his munificent gift of one hundred and fifty thousand dollars to the state and the university, at a time when the financial condition of the state made it impossible for the legislature, however well disposed, to grant the money which it needed to carry forward its enlarging work. He has shown himself wise in making this gift while he lived, and might justly hope to witness in the increased prosperity of the university the fruits of his own benevolence. He has shown himself wise in estimating money at its just value,—not for what it is, but for what it can do; not as something to be held and loved and gloated over, or to be expended in personal aggrandizement and luxury, but as something that can work mightily for humanity, which can reinforce even the educational power of a sovereign state, which can enrich human minds and thus lift up into the greatness of a noble citizenship the sons and daughters of the northwest.

Throughout his term of residence in Minnesota Governor Pillsbury has ever had a warm spot in his heart for the town of his birth, of his boyhood and youth,—Sutton, New Hampshire. There his parents reared their family of children, and there they lie buried. There his character was formed, his destiny was shaped and the foundations of his illustrious career laid by the earnest care and teachings of his beloved parents. Near there he wooed and married her who has been his companion, counselor and friend, his beloved wife. Every landmark of that vicinity has some association which endears it to his heart; every rock and rill brings back to memory scenes of happy



PILLSBURY MEMORIAL HALL, SUTTON, NEW HAMPSHIRE.

childhood, of youthful pleasures, of companions, friends and loved ones, many of whom have gone on before him to the unseen world. To prove his devotion to his native town he determined to erect a suitable town hall. This magnificent edifice, known as the Pillsbury Memorial Hall, was presented to Sutton by Governor Pillsbury, and will long stand as a fitting memorial to his beloved parents in whose honor it was constructed. July 13, 1892, impressive dedicatory services were held and the building formally transferred to the town of Sutton. The day was one of the most important in the existence of Sutton. All of her citizens and many from neighboring towns attended the ceremony, and all joined in happily congratulating Governor Pillsbury and his estimable wife for the generous gift.

Governor Pillsbury married, in Warner, New Hampshire, November 3, 1856, Miss Mahala Fisk, a lady of rare qualities, who has always been deeply interested in all his projects and who has seconded all his efforts. She was the daughter of Captain John Fisk, one of the descendants of Rev. John Fisk, who emigrated from Suffolk, England, in 1637. The Governor has had four children. Of these, Addie, who married Charles M. Webster, and Susan M., who became the wife of Fred B. Snyder, are deceased; Sarah Belle is the wife of Edward C. Gale, and Alfred Fisk is still with his parents.

No sketch of Governor Pillsbury, however short, would be complete without reference to his mental characteristics, moral habits and personal disposition. Without the training of the school, his mind is naturally logical, and every matter that comes to him is seized upon in all its points with great rapidity, and is always subjected to a rigid, common-sense judgment.

It is apparent from what has been said that Governor Pillsbury is by nature a great financier; and while it is doubtless true that his early experiences in the country stores of New England, and the prudent habits taught him by faithful New England parents, have done much to enable him to apply the economies of life to his financial methods, nevertheless they have never narrowed his generosity nor made him a wealthy man simply by saving.

During the six years he was chief executive of Minnesota, as well as before and since, his private office, as well as his residence, has been open and free to all. Rich and poor alike have sought his counsel and assistance. All who come in contact with him think of him as a friend.

Although the early education of Governor Pillsbury was confined to the common schools of Sutton as they existed a half century ago, and he has not had the opportunities which every child of to-day possesses, yet by constant reading and thought he has become educated as few college graduates are. His range of reading is large, running through all the different departments of literature, although, if he has a preference, perhaps it is for books upon the questions of finance, economics, history, politics and other sociological subjects.

In his personal habits, Governor Pillsbury is thoroughly temperate and has no excesses. He is a man of strong religious turn of thought and possessed of great reverence for the spiritual realities, without sectarianism and dogmatism. His sympathies, as well as his purse, have always been open to benevolent, religious and charitable enterprises. Of no man could it be more truly said that his left hand knoweth not what his right hand doeth in the way of charities. Often his family does not know, unless it comes to them from outside sources, save it be, as is frequently the case, some benevolent act in which he and his sympathizing wife or others of the family are mutually interested.

We would not intrude upon what is sacred; but it can be truly said that no children ever had a kinder or more considerate father than his; and no wife a more thoughtful or devoted husband. Little children are his delight. His veneration for gray hairs and decrepitude is noticable to all, even though he is crowded with a thousand cares and responsibilities.



Gen. H. Pillsbury

GEORGE A. PILLSBURY,

MINNEAPOLIS, MINNESOTA.



ON. GEORGE A. PILLSBURY, second son of John and Susan (Wadleigh) Pillsbury, was born in Sutton, New Hampshire, August 29, 1816. After receiving a thorough common-school education in his native town, he began his business life at the age of eighteen as a clerk in the employ of Job Davis, a dealer in fruits and groceries, under the Boylston Market, in Boston, Massachusetts. At the end of one year he returned to Sutton and at once engaged in the manufacture of stoves and sheet-iron ware, in which business he was associated with his cousin, John C. Pillsbury.

On February 1, 1840, he went to Warner, as a clerk in the store of John H. Pearson. Five months later he purchased the business and for nearly eight years he was identified with it, either operating on his own account or in partnership with others. His partners within this time were Henry Woodman and H. D. Robertson.

In the spring of 1848 he took a position in a wholesale dry-goods house in Boston, but in 1849 returned to Warner and again engaged in business there. In 1844 he was appointed postmaster at Warner. In 1847 he served the town as selectman; in 1849 as selectman and town treasurer, and in 1850-1 was elected as representative to the general court, and also a member of the board of commissioners to build the county jail at Concord.

In November, 1851, Mr. Pillsbury was appointed by the Concord Railroad Company their purchasing agent, and upon assuming the duties of the position, in December following, removed his family to Concord. He occupied this position continuously until July, 1875. During his administration of the office, which was always satisfactory, his purchases amounted to more than three millions of dollars, and he settled more cases for claims against the road for personal injury resulting from accident and fire than all other officers combined. In all of his long term of office his relations with the officers of the road were uniformly agreeable.

During a residence of nearly twenty-seven years in Concord Mr. Pillsbury was called upon to fill many positions of honor and trust, and he did much toward developing and beautifying that city. He was one of the committee appointed by the Union school district to build the high school and several other school buildings that still stand. He was interested in the erection of some of the handsomest blocks upon Main street, and several fine residences were built by him.

In 1864 Mr. Pillsbury, with others, organized the First National Bank of Concord. He was a member of its first board of directors, and in 1866 became its president and continued in office until his departure from the state. In 1867 he was instrumental in securing the charter of the National Savings Bank, of which he was president from the time of its organization until 1874, when he resigned. During his connection with the First National Bank it became, in proportion to its capital stock, the



BIRTHPLACE OF GEORGE A. PILLSBURY

strongest bank in the state, and its standing is equally good to-day. Up to December, 1873, when the treasurer became a defaulter, the National Savings Bank was one of the most prosperous institutions of its kind in the state; but this defalcation, coupled with a general business depression, necessitated closing its doors. It eventually paid nearly all of its indebtedness.

For many years Mr. Pillsbury was a member of the city council of Concord. He was elected mayor in 1876, and reelected the following year. During 1871-2 he was a representative in the New Hampshire legislature, and in the latter year was made chairman of the special committee on the apportionment of public taxes. In 1876 the Concord city council appointed him chairman of a committee to appraise all of the real estate in the city for the purposes of taxation, and in this capacity he personally visited every residence within the city limits.

In the spring of 1878 he removed to Minneapolis, Minnesota, where, with his two sons and brother, he was extensively engaged in the manufacture of flour. His leaving Concord was the cause of uniform regret. Complimentary resolutions were unanimously passed by both branches of the city government and by the First National Bank, the latter testifying strongly to his integrity, honesty and superior business qualities. Resolutions passed by the First Baptist church and society were ordered to be entered upon the records of each organization. The Webster Club, composed of fifty prominent business men of Concord,

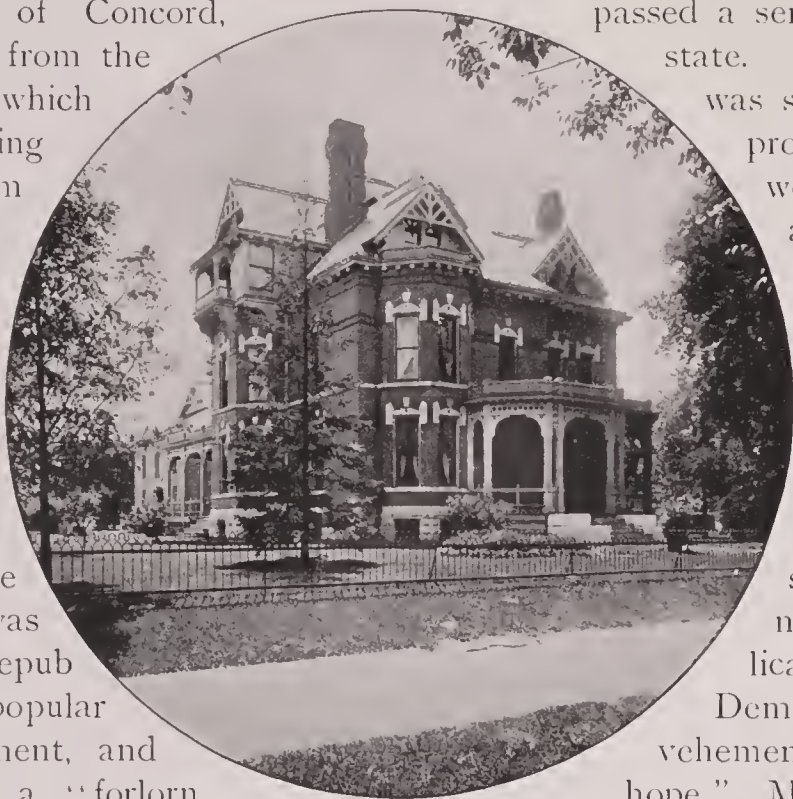
of regret for his departure from the state. To Mr. Pillsbury was presented a similar testimonial which was subscribed to by more than three hundred of the leading professional and business men of the city, among whom were all the ex-mayors then living, all the clergymen, all the members of both branches of the city government, all the bank officials, twenty-six physicians and twenty business men of the city, nearly all the prominent

In Minneapolis Mr. Pillsbury has won the respect of all business and professional men, and endeared himself to all with whom he has become intimately acquainted. Soon after his arrival here he was elected a member of the school board and of the city council, of which latter he was made president. In 1884 he was nominated by the Republican city convention as its candidate for mayor. A popular Democrat had been long at the head of the city government, and for a change. It seemed a "forlorn" against the mayor then in office. The both sides, Mr. Pillsbury being elected

change from the last preceding city election of more than six thousand votes. His administration of the city government was characterized by devotion to detail, economy in expenditure and rigid control of the unruly elements. Not the least pleasant feature of his public duties was the graceful manner with which he received and welcomed the city's guests. His public addresses were as versatile as, and only a little less elegant than, those which gave President Harrison so much favor. As mayor he was *ex officio* a member of the park and water-works boards, as well as head of the police department. The ancestral motto of the family, "*Labor omnia vincit*" (labor conquers all things), found in him a truthful exponent. Among the corporate and quasi-public trusts which he has filled are president of the Board of Trade, of the Homeopathic Hospital, of the Free Dispensary, Chamber of Commerce, Pillsbury & Hurlbut Elevator Company; vice-president of the Minnesota Loan & Trust Company, and director and president of the Northwestern National Bank and of the Minneapolis Elevator Company. He is also a trustee of the Chicago University, at Chicago, Illinois.

The following extract is from the Northwest, a popular monthly magazine published at St. Paul, Minnesota:

"More than a year ago, the writer said, in the columns of the Northwest, that if any man in Minneapolis were asked to whom the city chiefly owed her prosperity, there would be no hesitation in his answer, 'the Pillsburys.' Since then the people of Minneapolis have had no cause to change their opinions, while last spring they gave a somewhat emphatic utterance to them by electing one of the members of this remarkable family, the Hon. George Alfred Pillsbury, to the mayoralty of the city by an overwhelming vote. A liking for hard work and a belief in its virtues seem to have been early rooted in the Pillsbury family, for in England, more than two centuries and a half ago, they bore for their motto, '*Labor omnia vincit*;' but in all the generations of the Pillsburys since



RESIDENCE OF GEO. A. PILLSBURY,
MINNEAPOLIS

then who have lived and worked, from English Essex to Massachusetts, New Hampshire and Minnesota, it may be doubted whether any one of them has better deserved to bear the motto than the present mayor of Minneapolis. It was Lord Brougham who was advised by a friend to confine himself, if possible, to the work of five ordinary men; but his toiling lordship himself might have



THE MARGARET PILLSBURY HOSPITAL, CONCORD, N. H.

been envious of the downright hard work which Mr. Pillsbury has gotten through in his life. Setting his early life aside for the present, the mayor has been in Minneapolis only six years as yet. During that time he has been the president of the Minneapolis Board of Trade, of the city council, of the Homeopathic Hospital and the Minneapolis Free Dispensary, and is still president of the Chamber of Commerce, of the Pillsbury & Hurlbut Elevator Company, of the board of water-works, of the St. Paul and Minneapolis Baptist Union and the Minnesota Baptist State convention; and vice-president of the Minnesota Loan & Trust Company, member

of the board of park commissioners, director of the Northwestern National Bank, the Manufacturers' National Bank, Minneapolis Elevator Company, and a trustee of institutions innumerable,—all this besides being mayor of the city.

“Mr. Pillsbury has shown a capacity for hard and honest work incomprehensible to most men. This alone would compel the respect of his fellow citizens; but by his generosity, his warm-heartedness and unostentatious charity he has also won their affection. No stranger could read his public record without admiring the man who could live such a life.”

Some ten years have passed since the above was written, and Mr. Pillsbury is still active and vigorous. In 1885 he was chairman of the committee to erect the Minneapolis Chamber of Commerce building. In 1886 he was chairman of the committee to build the First Baptist church in Minneapolis,—the largest and most costly ecclesiastical edifice west of Chicago. Mr. and Mrs. Pillsbury and their two sons, Charles A. and Fred C., at their own expense, placed in this church the largest and best organ in the city, at a cost of eight thousand five hundred dollars.

Mr. Pillsbury has always been a friend and supporter of the cause of education. He was a member of the board of education of Concord, and contributed liberally toward the endowment of Colby Academy, of New London. In Minnesota he has served on several committees to build schoolhouses, and has been elected a member of the board of education. He has also been much interested in an academy located at Owatonna, Minnesota. He has built, at his own expense, a ladies' boarding hall, connected with the academy, at a cost of thirty thousand dollars. The name of this academy was changed in 1888, by the state legislature, from Minnesota Academy to Pillsbury Academy, in honor of Mr. Pillsbury. In 1889 he erected a new building for this institution, at a cost of forty thousand dollars. The building contains recitation rooms, offices, a chemical laboratory, a gymnasium, bath-room, a study room, a chapel and a spacious auditorium. He has also built a large and commodious music hall, a drill hall, provided a heating plant and made other improvements on the grounds, and expended for apparatus a sum in all amounting to about one hundred and fifty thousand dollars.

At the annual meeting of the American Baptist Missionary Union, held in Minneapolis in 1888, Mr. Pillsbury was elected its president. This organization has its headquarters in Boston, and has in charge all the foreign missionary work of the Baptists in all the northern and some of the southern states, distributing annually nearly half a million dollars for mission work in foreign fields.

Although severed from his old friends and companions in the east, Mr. Pillsbury has not permitted time or distance to lessen his love for his old home. In 1890 he donated to the city of



Academy Building.

Pillsbury Hall.

Music Hall.

PILLSBURY ACADEMY, OWATONNA, MINNESOTA.

Concord, at a cost of seventy-five thousand dollars, a free hospital, to which he gave the name of his wife, Margaret Pillsbury; to Warner he donated a free public library which cost twenty thousand dollars; to Sutton, his native town, a soldiers' monument.

The following extract is from the Concord Evening Monitor of July 25, 1890:

"The earth's best product is noble manhood and womanhood. Hon. George A. Pillsbury is a noble man. There is no mission higher than the alleviation of human suffering. His generous gift to our people of a general hospital is a splendid beneficence that touches every individual heart here with profound gratitude. It is an institution that comes home alike to the needs of the educated and the uneducated, the rich and the poor, the high and the low. He could have done nothing better for us. Everybody in the community is glad and thankful that such excellent provision is to be made for the care of our sick and injured, and everybody here is deeply grateful to the very considerate and kindly gentleman, our former fellow citizen, for the great general good he has done.

"As to the institution, our people will take early and appropriate opportunity to express formally and unanimously their earnest appreciation. As to the public-spirited and noble-souled benefactor himself, and his estimable wife, Margaret, for whom the elegant and commodious new hospital is named, there is only one sentiment: 'Heaven bless Mr. and Mrs. Pillsbury!'

"Mr. Pillsbury, with comparative ease, might have written his personal check and turned it over to a citizens' committee, to found and endow a capacious hospital; but this modest man, with a great warm heart, and his lovely Christian wife left their sumptuous home in Minneapolis that they might come among their old friends and neighbors in this state and have the pleasure of doing, as it were, with their own hands the grand public work they are accomplishing. He brought his own architect; he selected and purchased the lot of his choice for the building; and he will personally superintend its construction.

"Office and fame have no allurements for him. He is one of the few capitalists who are perfectly satisfied with their wealth. He enjoyed its honorable accumulation; he will now take equal pleasure in its generous and discriminate expenditure. Nobody covets his riches; everybody wishes that he had a still larger fortune to give away in public bequests. He and his wife are here now, with no possible object except to do good and to renew old friendships and associations, and to pay respects to the people who delight to respect and honor them.

"We only seldom have such visitors. Think of it! A handsome and happy married couple, so advanced in years and yet so remarkably well preserved; so wealthy and so unostentatious; so distinguished and yet so humbly affable and generous; so blest with this world's favors, yet possessed of such excellent native sense; so public-spirited and beneficent, so charitable, kind and tolerant toward all,—they present indeed a rare and touching sight,—one to be cherished in our recollections, beloved and welcome sojourners in our peaceful and beautiful city.

"An institution is defined to be the lengthened shadow of a man. George Alfred Pillsbury will have many worthy shadows; and long after he and his gracious wife have gone from us, perhaps forever, fevered lips of invalid sufferers will whisper prayers of thankfulness that will be encomiums on this good man and woman more eloquent and touching than any we could pronounce. Many who are now well and strong may fall victims to the afflictions of life and have occasion, from disease or accident, to feel by personal experience the active goodness of Mr. Pillsbury in presenting to this municipality the splendid city hospital he is now building for our people."

The soldiers' monument at Sutton was dedicated on September 1, 1891; the next day the Pillsbury Free Library at Warner was dedicated; and on the 5th the Margaret Pillsbury General Hospital was dedicated. All of these events were celebrated by the most imposing and impressive ceremonies. On the evening of the day last named, the citizens of Concord



PILLSBURY FREE LIBRARY, WARNER N. H.



SOLDIERS' MONUMENT, SUTTON, N. H.

tendered Mr. and Mrs. Pillsbury a reception of surpassing grandeur, unequaled by any attempt of the kind ever before made in that city of culture and refinement.

Mr. Pillsbury married, May 9, 1841, Miss Margaret S. Carleton, daughter of Henry and Polly (Greeley) Carleton. Of three children born to them one son, Charles, survives. A daughter died in infancy, and their younger son, Fred, died in 1891.

The following is from the History of Merrimac County, New Hampshire: "George A. Pillsbury is a gentleman of great personal magnetism, genial and affable in manner and possessed of entertaining and attractive conversational powers. Warm-hearted and generous, he is ever ready to respond to calls of distress, not only with good counsels but also with more substantial aids, as many an unpublished charity in Concord will attest. All who approach him are sure of a kindly greeting, and any petition for favors receives a patient consideration and courteous reply. With the young he is very companionable, and with his conversation and liberal views of life he is able to impart much valuable advice and information. In his enterprises he looks beyond the present, and results seldom disappoint him. In public life his administration of affairs has always been most satisfactory and able and has won for him universal esteem."

This life history shows not only what can be achieved, in a worldly sense, by ambition and perseverance, but also that a generous-hearted man is most akin to his Maker, and that the consciousness of having accomplished some good for one's fellow beings counts more toward happiness than the possession of all the wealth of the Indies. George A. Pillsbury has done nobly in this life, and has left a lasting monument in the hearts of many whom his generosity has relieved from suffering; and many who have received his unostentatious charity doubtless pray for a long and happy life for George A. Pillsbury.

THE ROUSE FAMILY,

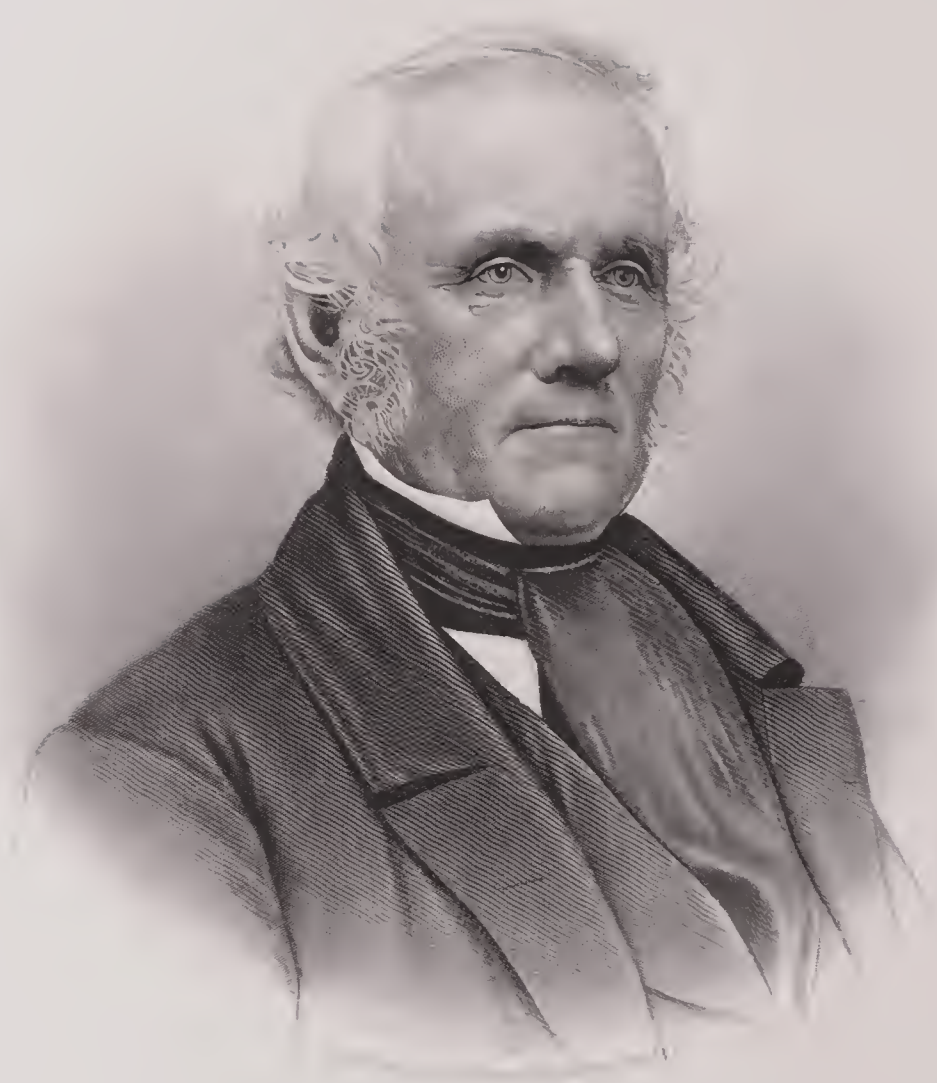
CLEVELAND, OHIO.



THE Rouse family of Cleveland, Ohio, traces its origin to Sir Robert Le Rous, knight baronet, under Edward, the Black Prince. Sir Anthony Rouse, the seventh in descent from Sir Robert, was the father of Francis Rouse, the speaker of the "Little Parliament" under Cromwell, in 1653. The second in descent from Francis Rouse was Benjamin Rouse, senior, who was born in England on the 25th of June, 1736, and his second son, Joseph, born June 22, 1773, was the father of Benjamin Rouse, who was born in the city of Boston, March 23, 1795. Bereft of both parents at the tender age of six, he was given a home first by an aunt, and later by his maternal grandmother. While his early opportunities for acquiring an education were limited, he nevertheless, owing to his possession of great natural ability, gained an extensive knowledge of subjects of general interest. When but seventeen years of age he served in the war of 1812, and at its close associated himself with Peter Osgood, of Boston, as a building contractor. In 1824 he removed to New York city, where he continued his occupation as contractor and builder, meeting with good success.

It was while a resident of New York city that certain circumstances brought about radical changes in his plans for the future. He possessed excellent business ability, yet was not disposed to devote the whole of his time and attention to the accumulation of wealth. Being liberal-minded and benevolent, and possessing the true spirit of Christianity, he became deeply interested in the cause of Sunday-school work among a certain neglected class in New York city, and to this work he devoted himself so assiduously that the attention of the American Sunday School Union was drawn to him. By this association he was urged to become its agent in the Western Reserve of Ohio, and accepted the tendered appointment. Accompanied by his family he started for the Buckeye state, and arrived in Cleveland on the 17th of October, 1830, the population of the city being at that time slightly in excess of a thousand. Here he made his home on the site now occupied by the Rouse block, which he erected in 1852, the same being still in the possession of the family. He opened a Sunday-school book depository and for many years traveled through northern Ohio, holding religious meetings and accomplishing a vast amount of good. From the first he threw his whole soul into the work he had come to do, and his devoted labors resulted in the organization of a tract society, the Seamen's Friends' Society and over two hundred Sunday-schools. He was also one of the constituent members of the First Baptist church in the city of Cleveland, organized in the year 1833, and for forty years thereafter was one of the most zealous workers in that church, in which during all that period he was deacon. His religious faith and the force of his will power were remarkable for their strength and firmness. He never shirked any task that devolved upon him, and never lost courage. He was a man of sterling qualities, strong against temptation and zealous in whatsoever work he engaged. Assuring himself that he was in the right and condemning wrong, he steadfastly and firmly remained in what he believed to be his path of duty. In illustration of this we quote the following story, often related by himself:

"Shortly after coming to Cleveland I had just settled my little family in a house and bought a horse and buggy, and one fine morning I took a quantity of Sunday-school books and tracts and started for Lorain county to organize a Sunday-school. I had crossed the Cuyahoga and was well on my way to Rocky river, when suddenly some one spoke to me. The voice seemed to say, 'Well,



Benjamin Rouse



A. E. House

Benjamin Rouse, you are a pretty fellow! You, a strong young man in the prime of life, with a fine young family, giving up a great business in the city of New York, selling your property for little or nothing, and coming into this wilderness with a horse and buggy for the purpose of peddling tracts and Sunday-school books in the woods! A pretty fellow indeed, Benjamin Rouse!' At the thought I stopped my horse and turned around as if some one were there, and said aloud, 'Satan, begone! Did not Rebecca and I pray about this all night, and didn't the Lord tell us to come, and am I not here because God sent me? Yes, he did send me, and I shall hold on to my work and trust Him to the end, and now begone, you tempter!' Then the fierce trial passed forever and I went on my way rejoicing. I established several Sunday-schools in the younger settlements, returned to Cleveland, and a few days afterward the Lord opened to me an opportunity to buy my corner on the public square and Superior street for twelve hundred dollars, and I can see the Lord's hand in ordering my whole life."

Benjamin Rouse was a man richly endowed for the work which he had taken up in early life and to which his whole manhood was devoted. While very practical, he was full of sympathy, generosity and enthusiasm. He was quick to act and certain in his course, and had the power of infusing zeal in others, his greatest joy being in doing good to his fellow men. He entered into eternal rest July 5, 1871, after a life filled with good works.

The wife of Benjamin Rouse, to whom he was married August 12, 1819, was Miss Rebecca Elliott Cromwell, daughter of John Cromwell, of Salem, Massachusetts, in which city she was born October 30, 1799. Her childhood was spent in affluence, and to a liberal education were added the refining influences of extensive foreign travel. Five years after her marriage she removed to New York city with her husband, and in 1833, when he came to the then sparsely settled state of Ohio, she accompanied him. Always of a benevolent and deeply Christian character, it was a pleasure and a privilege to Mrs. Rouse to devote herself to missionary labors in a field where the work was urgent and the laborers few. Upon coming to Cleveland her first work was to make a personal visitation into every house in the village, and her success was such that a church was soon organized, she and her husband being of the original seventeen members of the first Baptist society. With anxious solicitude she watched the growth of the infant society and it was her great joy to see it develop and become strong.

In the wider realm of philanthropy her influence as a leading spirit was everywhere felt. She was the organizer and president of the Martha Washington Society of 1842, one of the earliest of Cleveland's benevolent associations, out of which grew the Protestant Orphan Asylum, of which she was the managing director for years. She was also a leading spirit in many other benevolent organizations of the city of Cleveland during her active life, giving freely of her time, talents and means toward the furtherance of all works of a philanthropic nature. During the great rebellion she was indeed a ministering angel. For five years she labored incessantly, earnestly and zealously, and was instrumental in collecting and distributing millions of dollars' worth of supplies for the gallant sick and wounded lying in military hospitals. Five days after President Lincoln's call to arms, April 15, 1861, the Soldiers' Aid Society of Cleveland was organized,—the first society of women that met and organized for the noble work of bearing a nation's love to a nation's army. Mrs. Rouse was the president of this society, and as such became widely known and much beloved. The enterprise achieved a national reputation, and it is but due to Mrs. Rouse to say that its success was largely owing to her wise administration of its affairs. In connection with this relief movement she made a number of highly effective and patriotic addresses, which aroused the sympathies of the women of northern Ohio, and revived the fires of patriotism in the bosoms of those who heard her. Upon several occasions she went to the front upon business pertaining to the supplies sent, and visited the soldiers in the hospitals. At one time, when more buildings and supplies were needed to shelter and relieve the troops passing through Cleveland, so heavy had been the tax upon the resources of the citizens that some of the business men said that the money could not be raised. Her quiet and characteristic reply was, "It must be raised,"—and it was raised! She possessed in a very large measure that genius of common sense, that breadth and boldness of conception and wonderful executive ability, which met and mastered difficulties as they arose, and which were adequate to each emergency. In honor of her great work on behalf of the soldiers, and in grateful memory of her name, a bronze figure of Mrs. Rouse was placed upon the south side of the magnificent soldiers' monument, in Cleveland, and upon an entablature within her name is inscribed.

Mrs. Rouse, though of delicate appearance, possessed great strength of mind and body, patience and endurance, and a will power and courage that knew no such word as fail. Her deep religious nature, with all its earnestness, was displayed in a patriotism which considered no sacrifice too great to save her country. Humble, unostentatious, heroic, self-sacrificing, noble-hearted woman, and devoted Christian, "she rests from her labors and her works do follow her." She was universally beloved, and

her name was a household word throughout the community. Her memory is cherished and revered by thousands who came directly, or through the medium of loved ones, under the influence of her Christian spirit and benevolent works.

In the publication entitled *Men and Events of Half a Century* is found the following tribute to Mrs. Rouse: "A hundred years hence, when the census shall credit the beautiful city with a million of people, the ladies of Cleveland will celebrate the virtue and heroic devotion of the noble men and women whose names are embalmed in the historic record of the great sanitary fair of the civil war, and wonder that their ancestors could have done such mighty works; and the antiquarian will search among the moss-covered tombstones of Lake View, Woodlawn and Riverside for the names now familiar to us, and find his delight if, happily, he shall be enabled to decipher and slowly spell out the name of Mother Rouse."

Mrs. Rouse was eminently a religious woman, governing herself by religious principles in the discipline of her family, over whom she exercised a winning and persuasive influence. Her faith, which had ever adorned her life and character, which made her action open, honorable and useful, shed a halo of moral beauty and glory around her declining years. Serenely cheerful, still young in her affections and sympathies and devoutly submissive, she presented a most attractive picture of lovely and venerable old age. She survived her husband sixteen years, and died December 23, 1887, at the age of eighty-eight.

Edwin Coolidge Rouse, the second son of Benjamin and Rebecca Elliott Rouse, was born in New York city, August 12, 1827, and died February 1, 1877, before he had attained his fiftieth year. When he was three years of age his parents removed to Cleveland, and in that city he thereafter made his home. He began his business career as a member of the wholesale dry-goods house of Clark, Morgan & Company. A man of far-reaching thought, vigorous will and splendid ability, he possessed more than an ordinary capacity for business, commanded success in all his undertakings, and was not long in making his way to the head of the firm of Rouse, Post & Company. When the firm with which he had been connected was dissolved, in 1856, Mr. Rouse became identified with the fire-insurance business, and to this vocation the best years of his life were devoted, excepting a few months spent in military service, as captain of Company F, One Hundred and Fiftieth Ohio Volunteer Infantry, commanding Fort Totten, one of the defenses of Washington, D. C.

Upon the organization of the Sun Fire Insurance Company, of Cleveland, in 1865, he became its secretary and treasurer. In the spring of 1875 he was elected president of the company to fill the vacancy caused by the death of Stillman Witt, which office he held up to the time his life's labors were ended. For several years he was manager of the Ohio business of the Continental Insurance Company, of New York, and for five years was president of the Cleveland Board of Underwriters; he was a member of the National Board of Fire Underwriters, and a member of its executive committee from its organization until his death. He was also the first president of the American District Telegraph Company. In these varied positions of trust there were presented to him many opportunities for advancing the interests of all underwriters, and for elevating the standard of the fire-insurance business,—opportunities he never failed to embrace. He uniformly commanded the respect of all who knew him, even where he failed to win the concurrent judgment of his professional associates. He was logical in his habits of thought, and as free from the fear of reckless competition as he was from the influence of personal greed. Possessed of a warm, generous nature, he was charitable in his judgment of others, stanch and true in his friendships and worthy of the affectionate regard in which he was held.

Mr. Rouse was united in marriage, at Cleveland, August 12, 1850, to Miss Mary Miller, daughter of Joseph K. Miller, who was the son of William and Hannah Miller. Joseph K. Miller was a native of Maryland, born January 12, 1802, and came in childhood to Ohio with his parents. On the 14th of February, 1826, he was married to Margaret Spangler, born June 18, 1809, the daughter of Michael and Elizabeth Spangler, of Canton, Ohio. Mr. Miller died at the age of thirty-six, and his wife, who was a woman of many noble qualities of mind and heart, and whose life was replete with many acts of benevolence and charity, died on September 26, 1891.

Mrs. Mary Miller Rouse died January 13, 1884. She was a lady of great beauty of character and amiability of disposition, possessed of much artistic taste and an innate love of the beautiful. She and her husband were alike lovers of music and were united in their religious life in song, giving more than twenty-nine years of their time and service to the conduct of the choir of the First Baptist church, of which they were both devoted members.

The present head of the Rouse family, Henry Clark Rouse, the only son of Edwin C. Rouse, was born in Cleveland, March 15, 1853, and passed his youth in his native city. His academic education was supplemented by two years' instruction under private tutors and by extended foreign



Elkouse

travel. At the age of twenty-one he entered his father's office, where he obtained a thorough business training, by reason of which he was able to easily assume, at the age of twenty-three, the entire business of his father, upon the latter's death in 1877, thus becoming at once conspicuous as the youngest insurance manager in the country. His administration of the affairs of the office was most successful, but the development of superior powers for broader organization and execution, five years later, led to his giving up his active interest in underwriting to engage in other pursuits.

The Lincoln, Cleveland's first large apartment house, was the outgrowth of his brain, and in 1882 he operated it in the capacity of managing director of the Lincoln Apartment House Company. About this time the marked executive ability and general business talents of Mr. Rouse began to attract attention, and during the business depression of 1883 his services were enlisted in behalf of the Joel Hayden Brass Company, a large manufacturing concern then upon the verge of bankruptcy. He thus became identified with the brass-manufacturing industry, and in the following year was made president of the Hayden Company, a corporation operating large brass-works at Haydenville, Massachusetts. Following this he became president of the United Brass Company, of New York, then the leading brass-manufacturing company of this country. At this time Mr. Rouse also held official positions in a number of Ohio enterprises of greater or less importance; among others the Britton Iron & Steel Company, of Cleveland, and the Lorain Manufacturing Company, both of which, together with all his interests in the manufacture of brass, iron and steel, have been wholly abandoned within the past seven or eight years, his time since then having been devoted entirely to the administration of railway properties.

In 1885 Mr. Rouse was brought into relation with a western railroad enterprise, and joined a syndicate for the construction of the Chicago, Wisconsin & Minnesota Railroad, an extension of the Wisconsin Central system, from Milwaukee to Chicago. Previous to this he had devoted considerable attention to the study of railroad interests, in pursuit of which he traveled extensively over a greater portion of this continent, visiting every state and territory in this country and all the provinces included within the British possessions in America. The fund of general information thus obtained, pertaining to the vast material resources of the country and their relation to trade centers and the avenues of commerce, admirably adapted him for entering upon the broad field of practical railroad administration that has since been opened to him. It is in this direction that he has achieved his greatest success, as in it he has found an opportunity to develop the unusual organizing and administrative abilities inherited from his paternal grandmother.

On the 1st of June, 1887, the Missouri, Kansas & Texas Railway Company defaulted the interest on its bonds, and the road passed into the hands of receivers. In 1891 a reorganization of this company was effected, and in June of that year Mr. Rouse was offered the position of chairman of its board of directors. He accepted the position and the company's property was turned over to him by the receivers, July 1, 1891, since which time he has made rapid strides in the railway and financial world, and is to-day recognized, both in this country and abroad, as one of the rising young men in railroad circles in America. Under his skillful direction the Missouri, Kansas & Texas Railway Company has been rescued from its bankrupt condition and placed upon a sound financial basis, and has attained an important place among the great railway systems of this country. Recognition of Mr. Rouse's preëminently successful administration has come each year since 1891, in the way of his continued reelection as chairman of the board of directors and president of the company as well. With his first election as president of the Missouri, Kansas & Texas Railway Company in May, 1892, Mr. Rouse became the youngest railway president in the country. Another recognition of his abilities came in the following year, when, on the 15th day of August, 1893, he was appointed by Judge Jenkins, of the federal court, receiver of the Northern Pacific Railway Company, which office he filled until February 21, 1896. From a sketch of Mr. Rouse's life, written in 1894, we quote the following: "Besides being at the head of two of the largest systems in the United States, aggregating seven thousand miles of railroad, Mr. Rouse has many other collateral interests, being officially connected with a score or more of railroads and kindred enterprises. As an illustration of the breadth of the man and his capabilities, and the wide scope and ramification of his interests, extending through fifteen states and territories, the following list of the official positions he holds is here given: Chairman of the board and president of the Missouri, Kansas & Texas Railway system; receiver of the Northern Pacific Railroad; chairman of the board of the Missouri, Kansas & Eastern Railroad Company; and president of each of the following companies: Booneville Railroad Bridge Company; Northern Pacific & Manitoba Railway Company; Winnipeg Transfer Railway Company (limited); Cœur d'Alene Railway & Navigation Company; Helena & Jefferson County Railroad Company; Fargo & Southwestern Railway Company; Southeastern Dakota Railroad Company; Northern Pacific & Cascade Railroad Company; Central Washington Railroad Company; Washington Short Line Railroad Company; Rocky

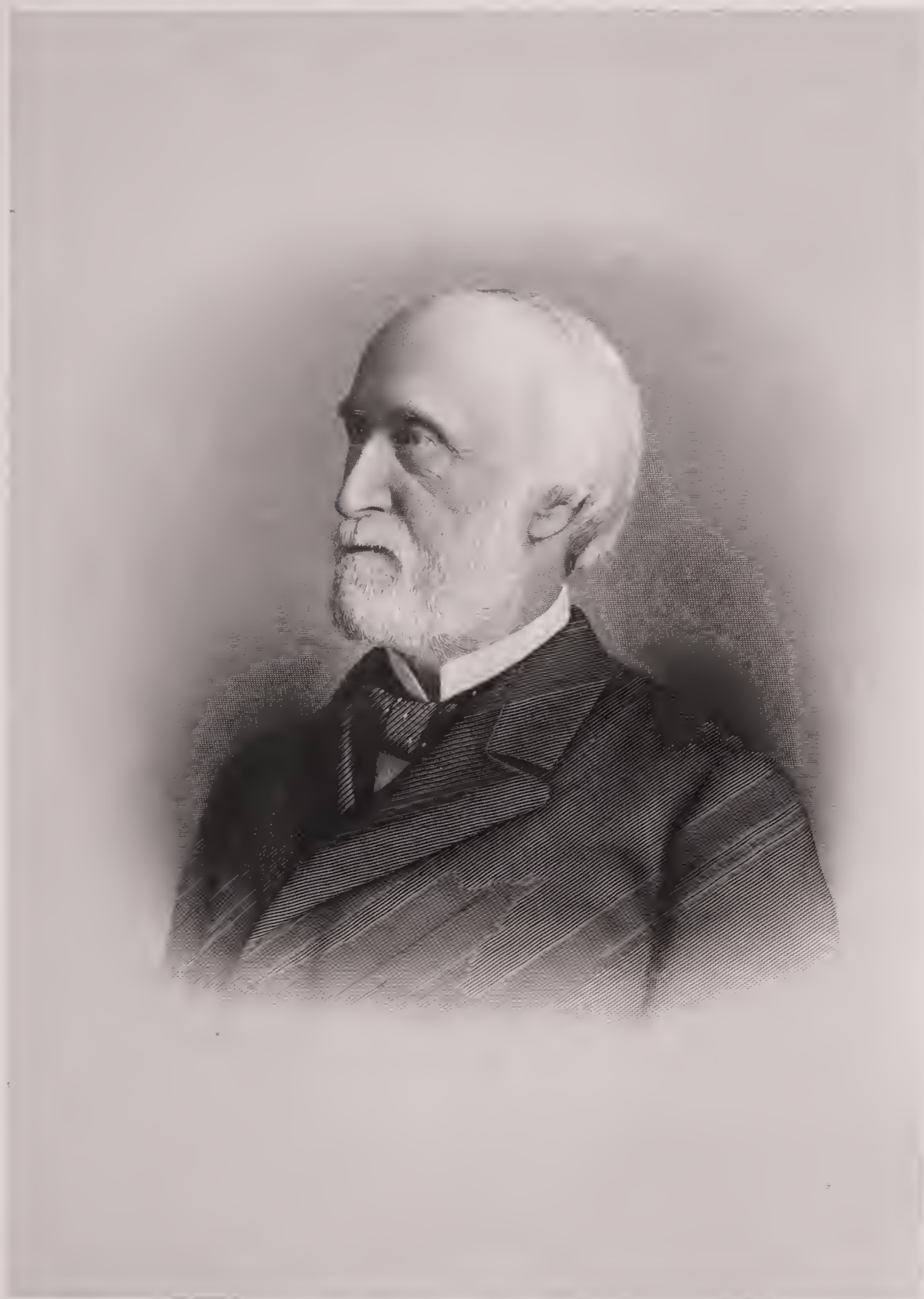
Fork & Cooke City Railway Company; Sanborn, Cooperstown & Turtle Mountain Railroad Company; Tacoma, Orting & Southeastern Railway Company; and director in each of the following companies: Kansas City & Pacific Railroad Company; Denison & Wichita Valley Railroad Company; Southwestern Coal & Improvement Company; Osage Coal & Mining Company; Chicago & Northern Pacific Railroad Company; St. Paul & Northern Pacific Railroad Company; Chicago & Calumet Railroad Company; Spokane Falls & Idaho Railway Company; Spokane Falls & Palouse Railway Company; Little Falls & Dakota Railway Company; Northern Pacific, Fergus & Black Hills Railway Company; Duluth & Manitoba Railway Company; Northern Pacific, La Moure & Missouri River Railroad Company; James River Valley Railroad Company; Jamestown & Northern Railway Company; Rocky Mountain Railroad of Montana; Helena & Red Mountain Railway Company; Jamestown & Red Mountain Railway Company; Jamestown & Northern Extension Railway Company; Duluth, Crookston & Northern Railway Company; Cle-elum Railroad; Northern Pacific & Montana Railway Company; Montana Union Railway Company." Since then Mr. Rouse has become a director of the Galveston, Houston & Henderson Railroad Company, the American Steel Barge Company, and the Guardian Trust Company. August 24, 1896, the Louisville, New Albany & Chicago Railway went into the hands of receivers. At the request of a majority of several classes of security-holders of that company Mr. Rouse became one of a committee to reorganize the railroad. This committee speedily organized a syndicate to underwrite their plan, to which the assent of a large majority of all classes of security-holders was secured within three months, and on December 10th the plan was declared operative.

It is a characteristic of Mr. Rouse, in connection with the many enterprises with which he has been identified, that he has manifested an intimate knowledge of the resources and possibilities of his undertakings and has demonstrated his power of readily applying the most practical expedients at the proper time. His capacity for acquiring minute information and his unusual powers of observation and concentration of details, have caused his services to be greatly sought for where intricate and difficult problems are encountered in the conduct of large enterprises. Although of a conservative nature, once a determination reached, he plans broadly and boldly and executes with celerity and confidence.

Personally Mr. Rouse possesses most attractive characteristics. Although a man of very positive views and unequivocal expression, he is of most agreeable address,—kind, courteous, easy of approach, and of decided personal magnetism. He has traveled so extensively, both in this country and in Europe, that his circle of acquaintances is very large both at home and abroad, and he possesses the varied accomplishments of the thoroughly trained man of the world. He is a member of the Union and Roadside Clubs, of Cleveland, and the Country Club, of Glenville; of the Metropolitan, the Riding, Raquet and Tennis, and the Lawyers' Clubs, the New York Yacht Club and the Down Town Association, of New York city. He is the owner of the schooner-yacht, Iroquois, and is the Commodore of the Seawanhaka-Corinthian Yacht Club, of New York. He has recently erected on Superior street in Cleveland one of the most magnificent fire-proof office buildings in that city, to which he has given the name of The Century, and no pains or expense have been spared to make it complete and modern in every respect. Although, owing to his widely extended interests, he is a very constant traveler and much of his time is absorbed elsewhere, Mr. Rouse still maintains the family homestead on Euclid avenue,—the same being now one of the few remaining landmarks of half a century ago.



Very Truly Yours,
Henry Chase



F. B. Cooley

FRANCIS B. COOLEY,

HARTFORD, CONNECTICUT.



FRANCIS BUEL COOLEY was born in Granville, Massachusetts, on the 21st of June, 1822, being the eldest child and only son of Noah and Sophronia (Parsons) Cooley, the former of whom was a merchant of that New England village. Our subject's early life was that of the average boy of that place and period, his preliminary educational discipline being such as was afforded in the common schools. This was subsequently supplemented by a course of study in the Granville Academy, which institution he left at the age of eighteen years, to enter upon employment in his father's store in a clerical capacity. He was thus employed for the subsequent two years, when the death of his father threw the control of the business into his charge. He assumed the management of the enterprise and conducted the same successfully for several years. While thus engaged he was induced by E. S. Wadsworth, a wholesale dry-goods merchant of Chicago, to give some thought to the idea of closing out his business in Granville and removing to the western city. With this in view he made a trip to Chicago in 1847, and after a careful survey of the field decided to make the budding metropolis his future home. He accordingly returned to Granville, disposed of his business there, and in 1848 started again for Chicago, a journey that in those days was no inconsiderable undertaking. The Mr. Wadsworth to whom reference has been made was senior member of the dry-goods house of Wadsworth & Phelps, and he sold to Mr. Cooley a quarter of his interest in the business, the firm title remaining unchanged. Two years later Mr. Phelps sold his interest to Messrs. Wadsworth and Cooley, the transfer being made on such terms as to give Mr. Cooley a one-half interest in the business. The name of the firm became Cooley, Wadsworth & Company, the silent member of the firm being John V. Farwell.

The building occupied by the concern was located on South Water street, between La Salle and Market streets, and the volume of business transacted increased with succeeding years, the principal trade territory comprising Illinois and the adjacent states. Many who were at this time employes of the house became in after years eminent in the business world,—notably Marshall Field and Levi Z. Leiter, both of whom began their business careers under Mr. Cooley. Four or five years later the firm adopted the title of Cooley, Farwell & Company. A new and commodious building was erected on Wabash avenue, a little south of Lake street, the same being better adapted to the increasing demands of the prosperous business. Mr. Cooley spent considerable time in the east, purchasing goods, and in 1864, upon the advice of his physician, he gave up his residence in Chicago and disposed of his interests in the enterprise with which he had so long been identified, the firm being thenceforth known as Farwell, Field & Company. For some time Mr. Cooley sought rest and recuperation, and while he intended to again make Chicago his home, he never did so, but has continued his residence in Hartford since 1864.

While a resident of Chicago Mr. Cooley was one of the city's most energetic and progressive citizens, and although he never held public office he was one of those whose conservative views on all topics of public concern are ever sought by the general public. Capable of great and sustained application, clear and prompt in his language and his transactions, and never tempted from his prescribed policy of business by any prospect of advantage, however dazzling in its theoretical aspect,

he created for himself among the merchants of Chicago a name and a position that have endured to the present time. During the financial depression of 1856, when so many business houses tottered and fell, and when it was an impossibility to obtain exchange for the payment of eastern creditors, Mr. Cooley's firm stood solid and unflinching, and paid at all times one hundred cents on the dollar. Often did they go out into the country and on 'change for the purpose of buying grain, which they shipped to the eastern markets, thus making their own exchange.

Mr. Cooley was actively interested in all measures and projects calculated to advance the prosperity of Chicago, in which connection it should be noted that he was one of those interested in bringing about the organization of the company for the construction of the old Galena Railroad, which is now a part of the great Chicago & Northwestern system, and a member of the directorate of the company. He was also one of the incorporators and a director of the Merchants' Loan & Trust Company, of Chicago, and is still a stockholder in that prosperous corporation. Shortly after locating in Hartford Mr. Cooley became president of the National Exchange Bank of that city, an office which he held consecutively for a period of sixteen years, at the expiration of which time he retired from the position, but later was prevailed upon to accept the vice-presidency of the institution, which he has ever since retained. He is also a trustee of the Society for Savings and a member of the directorate of each the Hartford Steam Boiler Inspection & Insurance Company, the Ætna Insurance Company, the Phoenix Mutual Life Insurance Company and the Hartford County Mutual Insurance Company,—all of Hartford,—and is a trustee in the United States for the Lion Fire Insurance Company, of England.

It must not be inferred that Mr. Cooley's interests are entirely confined to financial corporations. In the manufacturing world he occupies an important place, being president of the corporation of Landers, Frary & Clark, of New Britain, manufacturers of cutlery, and of the Broad Brook Company, of Broad Brook, Connecticut, large producers of woollens. His deep humanitarian interest is shown in the fact that he is president of the board of the American School for the Deaf and a director of the Retreat for the Insane, both of which institutions are located in Hartford.

While making no ostentatious parade of his religious views, Mr. Cooley is a firm believer in the doctrines of Christianity as taught by the Congregational church, of which he is a member, and to whose needs he is a large contributor. In political matters he renders an unswerving allegiance to the Republican party, as the candidate of which he was elected, in 1884, a member of the senate of Connecticut. As a legislator he brought to bear the thorough business principles and mature wisdom which had been so potent factors in insuring his success in a personal way, and he proved a valued and influential member of the upper house of the legislature, having rendered effective service as a member of the committee on insurance and of a special committee on statuary for the capitol grounds.

In the year 1862 was solemnized the marriage of Mr. Cooley to Miss Clarissa A. Smith, of Hadley, Massachusetts. Her ancestors were among the first settlers of both Hadley and Hartford, and the families on both the paternal and maternal sides were represented in early Colonial matters as well as in the war of the Revolution. Mr. and Mrs. Cooley are the parents of four children, namely: Francis Rexford, Sarah Porter, Charles Parsons and Clara May.

The career of our subject has not been one of subjective exaltation or meteoric accomplishment, and yet it has been one of signal usefulness and honor,—one which has contributed most appreciably to those lines which represent the stable prosperity of the nation and which conserve public good through private enterprise. By a continuous devotion to the highest demands of his business, by an ability equal to the most severe requirements, and an integrity that has never been deflected from the true line of duty, he has won for himself a commanding position in the business world and high honors as a man among men.



James H. Joy

JAMES F. JOY,

DETROIT, MICHIGAN.



JAMES FREDERIC JOY was born in Durham, New Hampshire, on the 2d of December, 1810, being the son of James and Sarah (Pickering) Joy, the former a blacksmith by trade, and in later life a manufacturer of scythes. The Joy family is of English origin, the original American ancestor, Thomas Joy, having emigrated from England some time between the years 1620 and 1630, locating in Boston, from which city his descendants removed to various localities in New England.



The father of the subject of this memoir was a man of much enterprise and intelligence, decided in his opinions and character, a Federalist in politics and a Calvinist in religion. His influence for good was felt by all to whom he became known, and he largely shaped the characters and careers of his children, by teaching them to be honest, prudent, studious and regular in attendance upon religious services.

The early life of James F. Joy was an uneventful one. His preliminary education was such as he was able to obtain in the common schools and through a two-years course in a neighboring academy. The knowledge thus acquired enabled him to obtain a situation as teacher, and the compensation thus received, as coupled with the financial reinforcement which his father could give, sufficed to prepare him for a collegiate course. He entered Dartmouth College and diligently applied himself to his studies, with the result that he graduated at the head of his class—that of 1833—and delivered the valedictory address.

Having decided to adopt the profession of law, he entered the Harvard Law School, at Cambridge, immediately after his graduation at Dartmouth, under the patronage of the late Chief-Justice Story, aided by whose personal friendship and that of Professor Simon Greenleaf, LL. D., he laid the foundation of his future success. Judge Story frequently spoke in high praise of Mr. Joy's devotion to the law, and as early as 1840 predicted his triumph in any course he should select. Mr. Joy remained at Harvard Law School but a year, when, unable to continue his studies, on account of pecuniary circumstances, he obtained a situation as preceptor in the academy at Pittsfield, New Hampshire, where he remained some months, when he was appointed tutor in Latin at Dartmouth,—a position he filled about a year, after which he returned to Cambridge and resumed the study of law. At the end of a year he had completed his course, and was admitted to the bar in Boston. Having decided to locate in the west, he at once removed to Detroit, arriving there in September, 1836, and there entering the office of the Hon. Augustus S. Porter, "one of the noblest men that ever represented Michigan in the United States Senate." In May, 1837, Mr. Joy opened an office for himself, and in the fall of that year he formed a partnership with George F. Porter, who, having been engaged in banking and other financial transactions, had an extended acquaintance with capitalists and prominent financiers, which circumstance at once brought to the firm a class of clients whose business afforded Mr. Joy the opportunities for the exercise and application of that logical mind with which nature had endowed him and that knowledge of the law which careful study had cultivated.

There were in 1837 but three banks in the state, the bank of Michigan being the most important. This institution and the Messrs. Dwight,—men of ability and wealth, who owned two

banks in Cleveland, one in Detroit and one in Springfield, Massachusetts,—became the most prominent clients of Joy & Porter. About this time General Jackson removed the public money from the United States Bank, and made the state banks government depositories. Public funds were deposited in banks all over the country, the Bank of Michigan receiving about one million two hundred thousand dollars. The result of this policy was a vast amount of speculation, followed by panic and almost universal bankruptcy. The Dwights undertook to sustain the Bank of Michigan, and loaned it about four hundred thousand dollars, taking its suspended debt, secured by mortgage on its debtors' property, as their security. The bank was compelled to suspend in 1841, and as confidential and leading counsel for the Dwights and the bank, Mr. Joy, in the legal complications that ensued, was called to meet some of the most gifted and distinguished minds of the nation. These transactions gave great prominence and were a source of profit to Joy & Porter, who now became recognized as one of the leading legal firms in the western country.

During the height of the speculative craze previously mentioned, Michigan had established what was known as the internal-improvement system, under whose operations the state had purchased



THE JAMES F. JOY RESIDENCE, DETROIT.

the Detroit and St. Joseph Railroad. In 1846, through the workings of this system, the state became bankrupt, and as a means toward solvency proposed to sell the railroad (the name of which had been changed to the Michigan Central) to a corporation formed for that purpose. In the interest of this company Mr. Joy largely framed its charter, organized the corporation and induced capital to embark in the enterprise. The sale relieved the state, restored it to solvency, and general business revived and prospered. The new company undertook to extend the road to Chicago, and in the important litigation incident thereto Mr. Joy was engaged to such an extent in Michigan, Indiana and Illinois that he was gradually drawn away from his practice at Detroit. In the latter named states he was also largely instrumental in shaping the legislation under which

the extension was made. Mr. Joy gradually made railway law a specialty, and became, and for a long time continued, one of the most noted lawyers in railway litigation in the Union, while for years his practice was extensive and profitable. From being the legal adviser of the railway companies he was by degrees drawn into the management, and became prominent in extending railway connections and in their management and construction.

The case of George C. Bates in ejectment against the Illinois Central and Michigan Central Railroad Companies, at Chicago, in the United States court, was the last very important case in which Mr. Joy was the leading counsel and advocate. He had retired from his engagements with the Illinois Central, but was still counsel for the Michigan Central. He, however, managed the case for them. It was tried before the two judges, the Hon. John McLean, of the United States supreme court, and Judge Drummond, circuit judge. Judge McLean was, of course, the presiding judge. The case was in every way remarkable, from first to last. It involved the title to property at that time valued at two million dollars. It was the Chicago station grounds of the two companies and all the structures erected thereon.

This was a *cause célèbre*, and so typical of his ability was Mr. Joy's handling of the case that it is but consistent that a review of the same be incorporated in this connection.

The history of the property was as follows, viz.: The government surveyed the land where Chicago stands in 1820. The Chicago river, from the point where the north and south branches of it came together, runs directly east to Lake

Michigan. On the westerly side of the lake there is a southerly current which deflected the river running into it south, and the southerly lake current, carrying with it sand, had built up a wide sandbar in the lake outside of the river, which extended south for a mile or more and was connected with the fractional quarter section of land laying on the north side of the river. But the surveys and plats of the government took no notice of this sandbar, and made the plats of the north fractional quarter section as if it was not there, and as if the river ran into the lake with a straight current, as it now does; and the fractional section on the south side of the river was surveyed and platted also and bounded by the lake on the east as if there was no sandbar in the lake along its whole lake front. This sandbar in 1836 became the object of speculators, some of whom procured a survey of it by the government surveyors of that part of Illinois, and undertook to enter and pay for the land it contained. Some of them platted it into city lots, and in the wild days of 1836 many, if not all, the lots were sold. The survey of it, however, was never sanctioned by the government.

About the year 1836 the government built the pier at the mouth of the Chicago river to open an entrance to the river and make it a harbor. The pier was built in the direct line of the river and extended east across the sandbar. As the pier was extended into the lake, the southerly current on its westerly coast, running by the end of it, created an eddy on the south side, which gradually wore away the sandbar, until, in the course of a few years, it entirely disappeared, and the fractional section on the southerly side of the river along its whole lake front was actually bounded by the lake as it was represented to be by the government surveys and maps and plats.

In 1850 the Illinois Central Railroad Company was chartered with authority to come into Chicago along the lake front, and locate its station grounds and buildings there, and having arranged with the Michigan Central to come into Chicago over its line, the two companies located their station grounds on the south side of the pier and upon the place where the ancient sandbar had been, and they jointly filled up the lake there and established their terminal business upon it.

The north fractional quarter section belonged to John Kinzie. The wife of George C. Bates was his sister, and through Mrs. Bates he acquired whatever right Kinzie had in the sandbar. He also acquired through bankrupt sale whatever right was held by the speculators who had laid it out into city lots. It was sold as an asset, though after it had been washed away, for \$7.50. Basing his title upon these rights, Mr. Bates brought his suit in ejectment against the two companies to recover the property.

There were two questions involved: First, was the sandbar a part of the north fractional section, because the plat of that section was bounded by the river on its face by the survey to its mouth? Second, allowing that Bates had a title, did that title wear away as the sandbar wore away by the gradual action of the water? Mr. Joy's position was that it was no part of the north fraction, and he claimed that when the sandbar washed away the title went with it, even if Mr. Bates had a title to it.

Mr. Bates employed Nathaniel McLean, the son of the judge, living at Cincinnati, to manage and try the cause with other counsel, but he being the leading counsel. He was not distinguished for either ability or learning, and Mr. Joy assumed that his employment was mainly for another reason, apparent during the course of the litigation, which took place in the four or five years before the outbreak of the civil war. Mr. Joy knew of the employment of the younger McLean soon after the suit was commenced. Shortly before the term of court at which the case might be first called up for trial, a lawyer living in the western part of Michigan had occasion to make an application to Judge McLean at chambers in a suit pending, and was invited by him to his house, and among other things the Judge spoke of this suit at Chicago and its approaching trial, and of its character, and stated to him that although Mr. Joy was a good lawyer, he was wrong in that suit and would be beaten. In the course of a week afterwards this conversation came around to the ears of Mr. Joy. The suit was of too great importance to him not to desire to know perfectly what he had to meet. He therefore at once wrote to the Judge, stating what he had heard, but that he must believe that the Judge had spoken ill advisedly, and that if otherwise, he believed that on hearing the case he would reverse his opinion and arrive at another conclusion. To this the Judge replied in a note, not with good temper, that Mr. Bates had never spoken to him about the case, and that he presumed that he knew too well the proprieties of a lawyer's profession to do so. In Mr. Joy's note he had said nothing about Mr. Bates, and the Judge did not deny the conversation. It was therefore clear to Mr. Joy's mind that the Judge had got information of the facts in the case probably from his son, and had made up his mind that the decision was to be against Mr. Joy, and that before the Judge could be supposed to have any opinions about it. It was clear that the contest was to be with the Judge and not with the adverse lawyers. He was a man of great dignity and grand presence. Mr. Joy had practiced before him for twenty years and more. A contest with such a man was not agreeable, and required both calm resolution and great firmness.

Judge McLean only came to Chicago once a year. On the first call of the case Mr. Joy moved to continue it for good cause, and it was necessarily continued. Instead of omitting to come, as had been his practice, the next term (there being two terms a year), Mr. Joy soon had notice that he would come again to Chicago the next term expressly to try the case. He came with his son. There was no alternative for Mr. Joy, knowing he was right, but a determined and resolute effort to convince the Judge that he ought not to sit in the cause, and induce him to retire. The trial lasted about three weeks. The nature of the contest going on attracted public attention and the court house became packed every day, and the interest excited was intense. The antagonism between Judge McLean and Mr. Joy and the causes of it were appreciated fully by the audience. They were made apparent in the discussion of every question which came up. It is not necessary to describe their controversy through the three weeks of the trial, but it became so effective on the part of Mr. Joy that Judge McLean yielded to it, and Judge Drummond charged the jury, sustaining the position of Mr. Joy that the title of the land, if there was any in Bates, ceased to exist as the sandbar gradually disappeared, and Mr. Joy won the verdict.

By the law of Illinois the defeated party in an ejectment suit is entitled to a new trial on payment of costs of the first trial within one year, as a matter of right. Near the close of the year, Mr. Bates paid them and a new trial was ordered, and it was announced that Judge McLean would sit and try the cause. Mr. Joy had not seen him since the last trial and was in doubt how the Judge would meet him. At the summer term of the United States court at Detroit, next

at Detroit after the new trial was ordered, Judge McLean presiding, Mr. Joy walked into court and the Judge recognized him by a bow, and soon after left the bench and the court, and as he went out, beckoned Mr. Joy to follow him, which he did, to his hotel. After a little talk about other things, the Judge said: "Mr. Joy, I wish the suit of Mr. Bates against the railroad companies could be compromised." In reply to this, Mr. Joy said he did not think anything could be done in the way of compromise, that Mr. Bates was wild in his ideas and that probably nothing could be done in that way until he had another verdict. "But," said the Judge, "we shall not let you have another verdict. My brother, Judge Drummond, did not comprehend the case, and we shall differ in opinion at the next trial and leave the decision to the supreme court, and there will be no verdict." To which Mr. Joy replied that he thought on another full hearing the Judge would change his mind and that the case would go to the jury. The Judge then said: "I can settle this case for you for \$50,000 paid to Mr. Bates and a fee of \$5,000 paid to my son, and that is not much for a railroad company to pay." Mr. Joy replied that it was a good deal where nothing at all should be paid, as he thought. The Judge urged the compromise, and to turn off the conversation, Mr. Joy said he would be in Cincinnati in a week or two on business and would call on him and perhaps talk then about it. The Judge expressed the hope that he would do so, and that the compromise might be made. Mr. Joy was at Cincinnati, and learning that the Judge's office was in the court house, went there. On the office door he saw the name "Judge McLean" and under it was a sign and the words "Nath'l McLean's office." Mr. Joy turned away and never saw the Judge until the second trial of the case.

That came on in due time, and with Judge McLean on the bench with the clear determination to try the case, he presiding and taking charge of it. Of course, there was nothing left but a determined fight, and against odds, for Mr. Joy. Could the Judge maintain himself for three weeks in a contest like this, or could Mr. Joy put such a pressure upon him that he would feel compelled to retire, and let Judge Drummond again charge the jury? The case began with the younger McLean, the leading counsel on one side, and Mr. Joy on the other, and Mr. Joy in a very close corner and driven to fight as for life. For ten days or more the case went along as may be imagined in the circumstances, Mr. Joy, on every proper occasion, doing everything possible to show the impropriety of Judge McLean's position and the impossibility of his being an impartial judge in such a case; and there were many occasions in the discussions where this was done, but always respectfully and with good command of temper and very effectually. The great crowd of citizens, including many members of the bar, were all the time present, and there is great magnetism in such a crowd.

At the end of about eight days James Watson Webb, who was long manager and owner of the New York Courier and Enquirer, and whom Mr. Joy had brought to Chicago as a witness, came to the room of Mr. Joy and said to him, "I am very sorry about this controversy between you and Judge McLean," to which Mr. Joy replied, "So am I, Mr. Webb, but what can I do to avoid it? Here are two millions of dollars in property involved in this suit, and I am employed to save it. I have a clear duty to perform and I cannot and will not abate one whit of it out of delicacy for Judge McLean. He has no business to sit on the bench to try this case, with his son as the leading attorney on the other side, and I say to you plainly and frankly that if he stays there he must take what comes, and it shall be all which my ability enables me to give him." Mr. Webb then said: "He is my candidate for the presidency, and I do not want the quarrel to go on." Mr. Joy said: "What have you to suggest?" He then said: "Suppose he will agree to leave the case to Judge Drummond, will you shake hands with him when the case is over and be friends with him again?" To this Mr. Joy replied, "Certainly," and that he had nothing against him except his action in this case. He said he would see him and let Mr. Joy know. He soon returned and reported that the Judge had agreed to turn the case over to Judge Drummond and have no more to do with it and that the treaty was settled. The case afterwards for several days wore on, the Judge apparently taking no interest in it, and Drummond taking charge, but after some days Mr. Joy noted that Judge McLean began again to take an interest in it, and when authorities were cited, would take and examine them. In the meantime, Mr. Joy, bound by the treaty, had treated him with much courtesy, although he seemed to have come back into the case. This was the state of things until the testimony was all in and all the junior counsel on each side had made their arguments. Mr. Joy began his argument the day before Thanksgiving, but being in doubt about Judge McLean, when he had got about half through, he excused himself from going on that day on account of great fatigue, and saying that he could not finish that day and could do it more to the satisfaction of the court and himself on Friday, if the court would adjourn until then. The court adjourned. The object of Mr. Joy was in the meantime, if possible, to find out the purpose of Judge McLean.

While in his room on the afternoon of Thanksgiving day, Judge Drummond came in, to the surprise of Mr. Joy. He immediately got up and locked the door, and turning to Judge Drummond said: "Well, what is it, Judge?" to which he replied, "I have come to make you a proposition from Judge McLean." "Well," said Mr. Joy, "do not make it until you answer me one question." "What is it?" said the Judge. "Who is going to charge the jury, yourself or Judge McLean?" asked Mr. Joy, to which he replied: "Something more than a week ago Judge McLean told me that I must charge the jury, but I think he has changed his mind again and means to do it himself." To this Mr. Joy said: "That is just what I wished to know, and now I know my way along. Now, what is the proposition?" Judge Drummond said: "Judge McLean wishes you to agree that the jury may find a special verdict, stating the facts, and leave the legal questions to be settled by the supreme court." To this Mr. Joy replied: "You may tell the Judge that I will not agree to it at all. Something will be left out, there will be wrangles with the attorneys on the other side, and I shall get entangled by such a course and will in no event assent to it. I will have a square verdict either for or against me!" Judge Drummond said: "I told him I did not think you would agree to it." Mr. Joy remarked that he was sorry for Judge McLean, as he should be driven to a line of remarks in his argument to-morrow which he regretted much to make.

On Friday morning the court house was again crowded, many of the members of the Chicago bar again being present. The real question had become again whether or not Judge McLean would charge the jury, which it had become clear was his purpose. The object of Mr. Joy was to place before him and the audience the unfairness of his so doing in such a light that he must of necessity decline to do so. In the discussion of the question of the effect upon the title to land by its being gradually worn away by the action of the sea or the lake, Lord Hale's book, *De Jure Maris*, was used by both sides, and Mr. Joy, among other authorities, cited passages of it as being decisive of the question in his favor. He then put his finger between the pages of the book, with the other end of it resting on the table before him, and after a pause of a moment, said in a clear and distinct voice, heard through all the court house:

"Please your honors, Lord Hale was perhaps the most distinguished judge who ever sat upon the English bench. He was eminent for all the qualities which contribute to make a great judge. He was learned, brave and firm in his purpose to administer the law with exact justice and impartiality. He was brave enough to confront to his face the most powerful man who ever guided the destinies of England, Cromwell. But with all his learning and great ability and courage, he was not brave enough to sit and try a cause where there were such intimate and special relations between himself and the counsel of either side or either of the parties litigant before him, as it might be supposed would bias another man even of lesser learning and ability. He knew too well the frailty of human nature in such circumstances to trust himself, and would always turn such cases over to another judge. Brave and firm as he was, he knew he would, or might, like other men, be biased, even though unconsciously, by such relations. And it was not his ability alone, nor his learning, nor his courage, which have made his name illustrious, but the exceeding care which he took always to guard himself from all suspicion of partiality, and that there should be no stain or blur on the ermine while worn by him. It was all these qualities, every one the mark of a wise and great judge, which made him the eminent and great judge that he was and which will adorn his name through all time."

The effect was decisive. The argument went on, however, and the address to the jury took some hours. Mr. Joy closed his remarks with these words: "You will remember, gentlemen of the jury, that I said to you in the opening of my argument that while I was sure the law of this case was with me and that your verdict should be for the defendants, yet that I should not feel sure of it until it was rendered. I now again say to you, after you have heard all the testimony and the arguments, that I know that your verdict should be for my clients. But when I consider what judge sits upon the bench, and what counsel are here to manage the case for the plaintiff, and reflect upon all the events which have occurred in the course of the trial, I am compelled to say to you again that until you shall have rendered the verdict in my favor, I shall not feel safe and sure of it."

The result was that Judge McLean retired and Judge Drummond again charged the jury, fully sustaining the position of Mr. Joy, that even if Bates ever had a title to the property, when the action of the water gradually wore it away the title went with it, and the jury rendered a verdict for the defendants. The case went to the supreme court, where the judgment of the court below was sustained. There, however, the case turned upon the other point, that there was never any title to the sandbar in Bates, and that under the survey and plats of the government, there never was any private title to it in anybody.

It is a curious fact that all the law relative to riparian rights comes from a decision of Trebatius, prætor at Rome, made in the time of Augustus. The case is reported in the Pandects, and is the leading case of all the decisions on this question. Horace mentions Trebatius in one of his satires.

Mr. Joy now became extensively identified with the railway interests of the country, and was largely engaged in extending their lines. He organized the Chicago, Burlington & Quincy Railroad Company, whose line cost sixty millions of dollars, and before the road was built he made a trip on foot over the proposed route. For many years he was at the head of the corporation, and under his charge it was planned and constructed to Quincy and Omaha. The country through which it passed was undeveloped, but after the road was constructed the sections traversed were rapidly settled, and during Mr. Joy's connection with the system it was the most profitable of any similar enterprise in the country. The road from Kansas City to the Indian Territory is one among many enterprises of this kind promoted by him. Among other inducements to build it was the incidental opening of a tract of eight hundred thousand acres of land, called the neutral lands, the same belonging to the Cherokees. These lands, by a treaty between the United States senate, the Indians and Mr. Joy, were purchased by him. The road was to be built across these lands, which were to some extent occupied by lawless squatters, who undertook to prevent the construction of the road unless Mr. Joy would give them the lands they occupied. Their demands led to violence; the engineers were driven off, and ties and timber burned. It was only through the aid of two troops of United States cavalry, stationed there by the government, that it was possible to complete the road. Mr. Joy also built the first bridge across the Missouri river at Kansas City, giving impetus to the growth of that city.

While counsel for the Michigan Central Railroad Mr. Joy became identified with the project of building the Sault Ste. Marie canal. The government had granted the state seven hundred and fifty thousand acres of land to aid in such construction. This grant was seven years old, and various attempts had been made to induce parties to take the land and build the canal. About 1857 Mr. Joy, associated with Mr. J. W. Brooks, concluded to undertake the work. The requisite legislation was secured, and they organized a company to proceed with the enterprise. A contract was entered into with the state, and work was forthwith inaugurated. So rapidly was it prosecuted that in two years it was completed, and the first ship canal between Lake Superior and St. Mary's river was opened, to the great benefit of navigation and commerce.

About the year 1867 Mr. Joy became president of the Michigan Central Railroad Company, of which he had been for many years general counsel. For the preceding decade but little had been done in the way of railroad building in Michigan. Business had largely increased with the Michigan Central, but its equipment had been but little increased or improved. In accordance with Mr. Joy's plans the road was rebuilt, largely double-tracked and every department made adequate to the

demands placed upon it. These improvements were made at great expense, the steel rails that were used costing, in gold, at that time one hundred and thirty dollars per ton, in England.

Within these years Mr. Joy promoted the building, and finally gained control, of the Jackson, Lansing & Saginaw Railroad, from Jackson to Saginaw and Mackinaw City, and also of the road from Jackson to Grand Rapids. He raised the money for and built the Detroit & Bay City Railroad, in order to secure the best connection between Detroit and the northern part of the state, by connecting with the road to the straits of Mackinac. He also built the Detroit, Lansing & Northern Railroad, after the failure of the other parties who had undertaken the work. The Michigan Central's air line, from Jackson to Niles, the Kalamazoo & South Haven and the Chicago & West Michigan Railroads are all the results of Mr. Joy's activity and enterprise. He was the chief factor in the building of over sixteen hundred miles of railroad in Michigan alone, and thus contributed in a vast degree to the upbuilding of the state.

In the early '70s Mr. Joy became interested in a proposed railroad to run along the western bank of the Mississippi river from Dubuque, Iowa, to a point opposite La Crosse, Wisconsin, and through his efforts it was carried to successful completion. Mr. J. M. Forbes, of Boston, who had invested largely in the bonds of the company, declared, after making a trip over the road, that there was not enough business on both sides of the river to support it; and upon his return home he sold his bonds at thirty cents on the dollar, besides inducing some of his friends, who also held them, to do likewise. Mr. Joy and his friends bought them all. Later the road became a part of the Chicago, Milwaukee & St. Paul system, and to-day it does a large and profitable business, both passenger and freight. About fifteen years after sacrificing his bonds Mr. Forbes invested over a million dollars of his own money in paralleling, on the eastern bank of the Mississippi, the very road which he had declared would not find business enough for its support on both sides of the river. This incident, without further comment, illustrates Mr. Joy's keen foresight and his ability to anticipate the needs of the public in the way of transportation facilities.

The last public enterprise with which Mr. Joy was concerned was his effort to secure to Detroit a connection with the Wabash Railroad and to provide in that city adequate station grounds for its business. In furtherance of this object he and other Detroit citizens furnished most of the money with which to build the road from Detroit to Logansport, Indiana; and with four others he built the large and elaborate Detroit union depot and the railroad, through the western part of the city, connecting with the Wabash. These terminal facilities are now leased to the Wabash, the Flint & Pere Marquette, the Detroit, Lansing & Northern and the Canadian Pacific Railroads, and furnish those companies with ample means to transact their Detroit business.

For several years prior to his death Mr. Joy was retired from active business, though still financially interested in a number of the corporations already mentioned. His life was of great benefit to his city and state, as well as to Chicago and the western country. Few men have guided and invested for so many years such vast sums of money as did he.

In 1845 Mr. Joy was one of those who bought the stock of the Michigan State Bank and started it anew. From that time until the expiration of its charter, in 1855, it paid regular ten per cent. dividends, and at the latter date its stockholders received one hundred and thirteen per cent. for their shares. He was also a director of the Second National Bank of Detroit, which began business November 4, 1863, with a capital of half a million dollars. When its charter expired, in 1883, it was succeeded by the Detroit National Bank, with a capital of a million dollars, and Mr. Joy remained a member of the directorate of this institution until the time of his death.

He never took an active part in political controversy, and was at every period of his life wholly destitute of political ambition, having never sought office of public order. In 1838 he was chosen to the office of school inspector in Detroit, and in 1848 was elected city recorder. In 1861 he was prevailed upon to accept the nomination for the Michigan legislature, was elected, and in that body occupied a position of influence, and that at a time when loyal and patriotic legislation was demanded. He also served for a short time as regent of the University of Michigan, but resigned prior to the expiration of his term of office. In 1880 he was a delegate to the Republican national convention, at Chicago, and there made the address nominating the Hon. James G. Blaine for the presidency. The speech was brief, clear, concise and forcible, yet free from all the ornate and florid embellishment with which such addresses usually abound.

Although always an active man, Mr. Joy never neglected mental recreation and improvement, but at all times kept up his early acquaintance with the classics and with all that is best in literature. When business hours were over, business cares were laid aside and never carried home. As is inevitable in the life of such a man as Mr. Joy, he encountered many and large financial losses, but no matter what their magnitude, it is believed that there never was an evening when he would not

lose all thought of them in reading pages of some favorite author. His love of books was a taste that he had cultivated from early youth. His library, comprising many costly volumes, was the result of the steady accumulation of years, and contained the best editions of the best authors. Not only were all the great lights of English literature represented, but the works of the best of foreign authors in the original text as well, and the latter he read with the same facility he did those in his native tongue. Well thumbed editions of the ancient classics and the works of the ablest French authors found prominent places in his collection and gave ample evidence of having been read and reread many times. Mr. Joy was a warm admirer of the genius of Voltaire, greatly enjoyed the writings of Henri Martin, and considered Livy as one of the most interesting of all historical writers.

Mr. Joy was twice married. His first wife was Martha Alger Reed, daughter of Hon. John Reed, of Yarmouth, Massachusetts, member of congress for several years and also lieutenant-governor of his state. In his second marriage Mr. Joy was united to Miss Mary Bourne, of Hartford, Connecticut, and their four living children are Sarah R., wife of Dr. Edward W. Jenks; James; Henry B.; and Richard Pickering. One son, Frederic, died in 1893, as the result of an illness contracted in Italy, and within the same year a daughter, Martha A., lost her life, as did also her husband, Henry A. Newland, a prominent business man of Detroit, in a railway accident at Battle Creek, Michigan.

Mr. Joy's vitality and invincible will were so potent that he did not readily relax when physical ailments came to his portion. Inactivity was so utterly foreign to his nature that he would not resign his efforts so long as a vestige of strength remained. His health had been visibly impaired for quite a period, but his vigorous mentality and determination baffled the insidious advances of disease until almost the last hour, his death occurring on the 24th of September, 1896. Secure in well earned honors and in the appreciative regard ever accorded one who has lived an honorable and useful life, he passed away; but the memory of his intrinsically noble life and his great deeds will long be held in honor by the state and nation which he dignified by his valuable career and spotless integrity.

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